

## 2026年3月期 第1四半期 決算補足資料

### FY2025 1Q Financial Result Supplementary Materials

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注：

Notes:

1. 四捨五入により、決算補足資料は「決算短信」「半期報告書」などと異なる場合がございます。  
These reference data may differ from "Earnings Report" or "Semi-Annual Report" due to rounding off.

2. 本資料は、当社グループの業績等についての一般的な情報提供を目的とするものです。

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3. 一部セルは数式で計算しておりますので他の公表資料と数値が異なる場合がございます。

Some cells are calculated using formulas, so the values may differ from those in other published documents.

4. 本資料は2025年8月5日に作成したものです。

This material was produced on August 5, 2025.

(億円、100 million yen)

| 連結損益計算書／Consolidated income statement |                                                                               | FY17   | FY18   | FY19   | FY20   | FY21   | FY22   | FY23   | FY24   |       |        |       |        |        |        |        |       |          | FY25   |          |      |    |       |      |
|---------------------------------------|-------------------------------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|-------|--------|-------|--------|--------|--------|--------|-------|----------|--------|----------|------|----|-------|------|
|                                       |                                                                               | 実績     | Actual | 実績     | Actual | 実績     | Actual | 実績     | Actual | 実績    | Actual | 実績    |        |        |        |        |       | Actual   | 予想     | Forecast |      |    |       |      |
|                                       |                                                                               | Full   |        | Full   |        | Full   |        | Full   |        | Full  |        | Full  |        | 1Q     | 2Q     | 1st H  | 3Q    | 3Q total | 4Q     | 2nd H    | Full | 1Q | 1st H | Full |
|                                       |                                                                               | Full   |        | Full   |        | Full   |        | Full   |        | Full  |        | Full  |        | 1Q     | 2Q     | 1st H  | 3Q    | 3Q total | 4Q     | 2nd H    | Full | 1Q | 1st H | Full |
| 売上高                                   | Net sales                                                                     | 4,110  | 4,131  | 3,956  | 3,865  | 4,321  | 5,177  | 5,629  | 1,276  | 1,369 | 2,645  | 1,623 | 4,268  | 1,535  | 3,158  | 5,803  | 1,319 | 2,800    | 6,000  |          |      |    |       |      |
| 売上原価                                  | Cost of sales                                                                 | 3,179  | 3,181  | 3,026  | 2,899  | 3,354  | 4,045  | 4,367  | 992    | 1,053 | 2,045  | 1,228 | 3,272  | 1,136  | 2,364  | 4,409  | 1,006 | -        | -      |          |      |    |       |      |
| 売上総利益                                 | Gross profit                                                                  | 931    | 950    | 929    | 966    | 968    | 1,132  | 1,262  | 284    | 316   | 600    | 395   | 996    | 399    | 794    | 1,395  | 313   | -        | -      |          |      |    |       |      |
| 荷造運送費                                 | Packing and transportation costs                                              | 104    | 103    | 100    | 104    | 115    | 123    | 124    | -      | -     | 58     | -     | -      | -      | -      | 71     | 129   | -        | -      | -        |      |    |       |      |
|                                       | 従業員給与と及び賞与                                                                    | 193    | 194    | 196    | 205    | 221    | 244    | 265    | -      | -     | 142    | -     | -      | -      | -      | 139    | 281   | -        | -      | -        |      |    |       |      |
| 福利厚生費                                 | Welfare expense                                                               | 34     | 40     | 37     | 35     | 36     | 40     | 39     | -      | -     | 21     | -     | -      | -      | -      | 22     | 43    | -        | -      | -        |      |    |       |      |
| 退職給付費用                                | Retirement benefit liability                                                  | 7      | 8      | 10     | 14     | 10     | 5      | 5      | -      | -     | -3     | -     | -      | -      | -      | -2     | -5    | -        | -      | -        |      |    |       |      |
| 不動産賃借料                                | Real estate rent                                                              | 13     | 15     | 10     | 10     | 10     | 11     | 11     | -      | -     | 6      | -     | -      | -      | -      | 5      | 11    | -        | -      | -        |      |    |       |      |
| 減価償却費                                 | Depreciation                                                                  | 33     | 33     | 32     | 32     | 30     | 33     | 38     | -      | -     | 19     | -     | -      | -      | -      | 22     | 42    | -        | -      | -        |      |    |       |      |
| 研究開発費                                 | R&D expenses                                                                  | 53     | 57     | 72     | 80     | 93     | 105    | 88     | -      | -     | 40     | -     | -      | -      | -      | 37     | 77    | -        | -      | -        |      |    |       |      |
| その他販管費                                | Other SG & A expenses                                                         | 272    | 274    | 255    | 238    | 226    | 256    | 276    | -      | -     | 159    | -     | -      | -      | -      | 158    | 317   | -        | -      | -        |      |    |       |      |
| 販売費及び一般管理費                            | Selling, general and administrative expenses                                  | 711    | 723    | 712    | 718    | 741    | 817    | 846    | 222    | 221   | 443    | 235   | 678    | 217    | 451    | 895    | 229   | -        | -      | -        |      |    |       |      |
| 営業利益                                  | Operating profit                                                              | 219    | 227    | 217    | 248    | 227    | 315    | 416    | 62     | 95    | 157    | 161   | 318    | 183    | 343    | 500    | 83    | 165      | 510    |          |      |    |       |      |
| (営業利益率)                               | (Operating profit ratio)                                                      | 5.3%   | 5.5%   | 5.5%   | 6.4%   | 5.2%   | 6.1%   | 7.4%   | 4.8%   | 7.0%  | 5.9%   | 9.9%  | 7.4%   | 11.9%  | 10.9%  | 8.6%   | 6.3%  | 5.9%     | 8.5%   |          |      |    |       |      |
| 営業外収益                                 | Non-operating income                                                          | 15     | 42     | 37     | 46     | 40     | 24     | 93     | 22     | 14    | 36     | 16    | 52     | 12     | 28     | 64     | 21    | -        | -      |          |      |    |       |      |
| 営業外費用                                 | Non-operating expenses                                                        | 20     | 21     | 22     | 21     | 20     | 96     | 69     | 17     | 31    | 48     | 34    | 82     | 18     | 53     | 101    | 19    | -        | -      |          |      |    |       |      |
| うち持分法投資損益                             | / Equity in earnings of affiliates                                            | -5     | 27     | 22     | 25     | 26     | -28    | 33     | 8      | 8     | 15     | 1     | 17     | 3      | 4      | 19     | 3     | -        | -      |          |      |    |       |      |
| うち為替差損益                               | / foreign exchange gains or losses                                            | 1      | -6     | -7     | 6      | -1     | -17    | -1     | -3     | -12   | -14    | -9    | -23    | -2     | -11    | -25    | 2     | -        | -      |          |      |    |       |      |
| うち正味貨幣持高による利得または損失                    | / Gain or loss on net monetary position                                       | -      | -      | -      | -      | -      | 6      | 35     | 3      | 4     | 8      | 9     | 17     | 4      | 13     | 21     | 4     | -        | -      |          |      |    |       |      |
| 経常利益                                  | Ordinary profit                                                               | 214    | 247    | 231    | 273    | 247    | 242    | 440    | 67     | 78    | 145    | 142   | 287    | 176    | 319    | 463    | 85    | 160      | 490    |          |      |    |       |      |
| (経常利益率)                               | (Ordinary profit ratio)                                                       | 5.2%   | 6.0%   | 5.8%   | 7.1%   | 5.7%   | 4.7%   | 7.8%   | 5.2%   | 5.7%  | 5.5%   | 8.8%  | 6.7%   | 11.5%  | 10.1%  | 8.0%   | 6.4%  | 5.7%     | 8.2%   |          |      |    |       |      |
| 特別利益                                  | Extraordinary income                                                          | 8      | 39     | 24     | 17     | 24     | 69     | 44     | 0      | 0     | 1      | 10    | 11     | 60     | 70     | 71     | 18    | -        | -      |          |      |    |       |      |
| 特別損失                                  | Extraordinary losses                                                          | 14     | 34     | 22     | 41     | 78     | 40     | 55     | 1      | 1     | 2      | 3     | 5      | 59     | 63     | 65     | 3     | -        | -      |          |      |    |       |      |
| うち減損損失                                | / Impairment loss                                                             | -      | 3      | 1      | 28     | 58     | 29     | -      | -      | -     | -      | -     | -      | 49     | 49     | 49     | -     | -        | -      |          |      |    |       |      |
| 税金等調整前純利益                             | Profit before income taxes                                                    | 208    | 252    | 233    | 249    | 192    | 271    | 429    | 67     | 77    | 143    | 149   | 293    | 177    | 326    | 469    | 100   | -        | -      |          |      |    |       |      |
| 法人税等                                  | Income taxes                                                                  | 54     | 81     | 66     | 101    | 67     | 86     | 47     | 8      | 25    | 33     | 50    | 83     | 47     | 98     | 130    | 24    | -        | -      |          |      |    |       |      |
| 純利益                                   | Profit                                                                        | 153    | 171    | 167    | 148    | 126    | 185    | 382    | 59     | 52    | 110    | 99    | 209    | 130    | 229    | 339    | 76    | -        | -      |          |      |    |       |      |
| 非支配株主帰属純利益                            | Profit attributable to non-controlling interests                              | 39     | 36     | 30     | 33     | 41     | 46     | 61     | 11     | 5     | 16     | 9     | 25     | 9      | 18     | 35     | 11    | -        | -      |          |      |    |       |      |
| 親会社株主帰属純利益                            | Profit attributable to owners of parent                                       | 115    | 135    | 137    | 115    | 85     | 139    | 321    | 48     | 46    | 94     | 90    | 184    | 120    | 210    | 304    | 65    | 105      | 330    |          |      |    |       |      |
| (純利益率)                                | (Profit attributable to owners of parent ratio)                               | 2.8%   | 3.3%   | 3.5%   | 3.0%   | 2.0%   | 2.7%   | 5.7%   | 3.8%   | 3.4%  | 3.6%   | 5.5%  | 4.3%   | 7.8%   | 6.7%   | 5.2%   | 5.0%  | 3.8%     | 5.5%   |          |      |    |       |      |
| 1株あたり純利益 (円)                          | EPS (yen)                                                                     | 138.90 | 164.74 | 168.23 | 141.91 | 105.23 | 173.11 | 369.74 | 47.71  | 46.10 | 93.81  | 89.58 | 183.39 | 119.86 | 209.44 | 303.25 | 65.11 | 104.68   | 329.00 |          |      |    |       |      |
| のれん等償却前営業利益                           | Operating profit before amortization of goodwill                              | 241    | 251    | 239    | 271    | 239    | 321    | 422    | 64     | 97    | 161    | 163   | 323    | 184    | 347    | 507    | 85    | -        | 520    |          |      |    |       |      |
| (のれん等償却前営業利益率)                        | (Operating profit before amortization of goodwill ratio)                      | 5.9%   | 6.1%   | 6.1%   | 7.0%   | 5.5%   | 6.2%   | 7.5%   | 5.0%   | 7.1%  | 6.1%   | 10.0% | 7.6%   | 12.0%  | 11.0%  | 8.7%   | 6.4%  | -        | 8.7%   |          |      |    |       |      |
| のれん等償却前親会社株主帰属純利益                     | Profit attributable to owners of parent before amortization of goodwill       | 139    | 160    | 159    | 135    | 95     | 144    | 326    | 49     | 48    | 97     | 92    | 189    | 122    | 214    | 311    | 67    | -        | 340    |          |      |    |       |      |
| (のれん等償却純利益率)                          | Profit attributable to owners of parent before amortization of goodwill ratio | 3.4%   | 3.9%   | 4.0%   | 3.5%   | 2.2%   | 2.8%   | 5.8%   | 3.9%   | 3.5%  | 3.7%   | 5.7%  | 4.4%   | 7.9%   | 6.8%   | 5.4%   | 5.1%  | -        | 5.7%   |          |      |    |       |      |
| EBITDA                                | EBITDA before amortization of goodwill                                        | 406    | 412    | 399    | 433    | 406    | 530    | 650    | 122    | 148   | 270    | 239   | 509    | 245    | 484    | 754    | 145   | -        | 780    |          |      |    |       |      |
| (EBITDAマージン)                          | (EBITDA before amortization of goodwill margin)                               | 9.9%   | 10.0%  | 10.1%  | 11.2%  | 9.4%   | 10.2%  | 11.6%  | 9.6%   | 10.8% | 10.2%  | 14.7% | 11.9%  | 16.0%  | 15.3%  | 13.0%  | 11.0% | -        | 13.0%  |          |      |    |       |      |

※EBITDAはのれん等償却前営業利益+減価償却費です。

\*EBITDA is operating income before amortization of goodwill + depreciation.

| 前年比               | Year-on-year comparison                                                 | FY17/FY16 FY18/FY17 FY19/FY18 FY20/FY19 FY21/FY20 FY22/FY21 FY23/FY22 |        |           |        |           |        |           |        |           |        |           |        |           |        | FY24/FY23 |        |           |        |              |  |  |  |  |  |
|-------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|--------------|--|--|--|--|--|
|                   |                                                                         | 実績 Actual                                                             |        | 実績 Actual |        | 実績 Actual |        | 実績 Actual |        | 実績 Actual |        | 実績 Actual |        | 実績 Actual |        | 実績 Actual |        | 実績 Actual |        | 予想 Forecast  |  |  |  |  |  |
|                   |                                                                         |                                                                       |        |           |        |           |        |           |        |           |        |           |        |           |        |           |        |           |        | As of May 13 |  |  |  |  |  |
|                   |                                                                         | Full                                                                  | Full   | Full      | Full   | Full      | Full   | Full      | Full   | 1Q        | 2Q     | 1st H     | 3Q     | 3Q total  | 4Q     | 2nd H     | Full   | 1Q        | 1st H  | Full         |  |  |  |  |  |
| 売上高               | Net sales                                                               | 114.3%                                                                | 100.5% | 95.8%     | 97.7%  | 111.8%    | 119.8% | 108.7%    | 105.8% | 100.5%    | 103.0% | 104.9%    | 103.7% | 101.5%    | 103.2% | 103.1%    | 103.4% | 105.9%    | 103.4% |              |  |  |  |  |  |
| 営業利益              | Operating profit                                                        | 94.9%                                                                 | 103.3% | 95.7%     | 114.5% | 91.4%     | 139.0% | 132.0%    | 127.9% | 121.7%    | 124.0% | 96.1%     | 108.2% | 149.4%    | 118.6% | 120.3%    | 134.4% | 104.9%    | 101.9% |              |  |  |  |  |  |
| 経常利益              | Ordinary profit                                                         | 94.9%                                                                 | 115.6% | 93.5%     | 118.0% | 90.5%     | 98.1%  | 181.6%    | 135.5% | 110.4%    | 120.7% | 83.9%     | 99.2%  | 117.3%    | 99.6%  | 105.4%    | 126.7% | 110.5%    | 105.7% |              |  |  |  |  |  |
| 親会社株主帰属純利益        | Profit attributable to owners of parent                                 | 93.6%                                                                 | 118.1% | 101.1%    | 83.8%  | 73.9%     | 164.5% | 230.2%    | 290.0% | 107.2%    | 157.9% | 76.3%     | 103.7% | 83.9%     | 80.5%  | 94.9%     | 136.4% | 111.6%    | 108.5% |              |  |  |  |  |  |
| のれん等償却前営業利益       | Operating profit before amortization of goodwill                        | 99.5%                                                                 | 104.1% | 95.5%     | 113.1% | 88.1%     | 134.5% | 131.7%    | 128.6% | 121.4%    | 124.1% | 96.4%     | 108.4% | 148.4%    | 118.4% | 120.2%    | 133.5% | -         | 102.5% |              |  |  |  |  |  |
| のれん等償却前親会社株主帰属純利益 | Profit attributable to owners of parent before amortization of goodwill | 101.4%                                                                | 115.0% | 99.7%     | 85.0%  | 70.2%     | 152.0% | 226.1%    | 283.2% | 107.3%    | 157.0% | 76.9%     | 104.2% | 83.8%     | 80.7%  | 95.1%     | 135.3% | -         | 109.5% |              |  |  |  |  |  |

(億円、100 million yen)

| セグメント別売上・利益／Segment Results |         |                                         | FY17                     | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      |       |       |       |          |       |       |       | FY24      |        |       |       |          |       |       |       | FY25      |             |       |       |
|-----------------------------|---------|-----------------------------------------|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-------|-------|-------|----------|-------|-------|-------|-----------|--------|-------|-------|----------|-------|-------|-------|-----------|-------------|-------|-------|
|                             |         |                                         | 実績 Actual                | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |       |       |       |          |       |       |       | 実績 Actual |        |       |       |          |       |       |       | 実績 Actual | 予想 Forecast |       |       |
|                             |         |                                         | Full                     | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q    | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q        | 2Q     | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q        | 1st H       | Full  |       |
| 自動車電池（国内）                   | 売上高     | Automotive Batteries (Japan)            | Net sales                | 892       | 915       | 881       | 836       | 815       | 878       | 196   | 215   | 411   | 278      | 689   | 252   | 530   | 940       | 208    | 227   | 436   | 296      | 732   | 288   | 584   | 1,019     | 224         | -     | 1,000 |
|                             | 営業利益    |                                         | Operating profit         | 61        | 78        | 70        | 87        | 59        | 65        | 10    | 11    | 22    | 30       | 52    | 29    | 59    | 81        | 16     | 17    | 34    | 37       | 70    | 36    | 73    | 107       | 17          | -     | 110   |
|                             | (営業利益率) |                                         | (Operating profit ratio) | 6.9%      | 8.5%      | 7.9%      | 10.4%     | 7.2%      | 7.5%      | 5.2%  | 5.3%  | 5.3%  | 10.9%    | 7.6%  | 11.4% | 11.1% | 8.6%      | 7.8%   | 7.6%  | 7.7%  | 12.5%    | 9.6%  | 12.6% | 12.5% | 10.5%     | 7.6%        | -     | 11.0% |
| 自動車電池（海外）                   | 売上高     | Automotive Batteries (Overseas)         | Net sales                | 1,856     | 1,771     | 1,621     | 1,653     | 1,867     | 2,473     | 584   | 671   | 1,254 | 652      | 1,907 | 622   | 1,274 | 2,529     | 652    | 623   | 1,275 | 718      | 1,993 | 608   | 1,326 | 2,601     | 603         | -     | 2,500 |
|                             | 営業利益    |                                         | Operating profit         | 90        | 99        | 92        | 122       | 100       | 133       | 28    | 48    | 76    | 58       | 134   | 18    | 75    | 151       | 48     | 46    | 94    | 49       | 142   | 45    | 93    | 187       | 44          | -     | 180   |
|                             | (営業利益率) |                                         | (Operating profit ratio) | 4.8%      | 5.6%      | 5.7%      | 7.4%      | 5.3%      | 5.4%      | 4.7%  | 7.2%  | 6.1%  | 8.8%     | 7.0%  | 2.8%  | 5.9%  | 6.0%      | 7.4%   | 7.3%  | 7.4%  | 6.8%     | 7.1%  | 7.3%  | 7.0%  | 7.2%      | 7.4%        | -     | 7.2%  |
| 産業電池電源                      | 売上高     | Industrial Batteries and Power Supplies | Net sales                | 742       | 800       | 846       | 840       | 995       | 976       | 179   | 216   | 395   | 342      | 737   | 359   | 702   | 1,097     | 195    | 267   | 462   | 310      | 772   | 360   | 669   | 1,131     | 244         | -     | 1,300 |
|                             | 営業利益    |                                         | Operating profit         | 74        | 78        | 92        | 69        | 58        | 85        | 2     | 12    | 14    | 51       | 64    | 67    | 118   | 132       | 9      | 30    | 39    | 62       | 101   | 77    | 139   | 179       | 21          | -     | 190   |
|                             | (営業利益率) |                                         | (Operating profit ratio) | 9.9%      | 9.8%      | 10.8%     | 8.2%      | 5.8%      | 8.8%      | 0.8%  | 5.6%  | 3.5%  | 14.8%    | 8.7%  | 18.8% | 16.8% | 12.0%     | 4.8%   | 11.2% | 8.5%  | 20.1%    | 13.2% | 21.4% | 20.8% | 15.8%     | 8.6%        | -     | 14.6% |
| 車載用リチウムイオン電池                | 売上高     | Automotive Lithium-ion Batteries        | Net sales                | 448       | 456       | 423       | 360       | 476       | 654       | 195   | 211   | 406   | 224      | 629   | 218   | 442   | 848       | 161    | 203   | 363   | 241      | 604   | 224   | 465   | 828       | 194         | -     | 1,000 |
|                             | 営業利益    |                                         | Operating profit         | 13        | 3         | -17       | -9        | 17        | 20        | 4     | 3     | 7     | 17       | 24    | 2     | 19    | 26        | -20    | 3     | -18   | 6        | -12   | 25    | 31    | 14        | -0          | -     | 20    |
|                             | (営業利益率) |                                         | (Operating profit ratio) | 2.9%      | 0.7%      | -4.0%     | -2.4%     | 3.5%      | 3.0%      | 2.2%  | 1.4%  | 1.8%  | 7.6%     | 3.9%  | 1.0%  | 4.3%  | 3.1%      | -12.6% | 1.3%  | -4.8% | 2.5%     | -1.9% | 11.4% | 6.8%  | 1.7%      | -0.2%       | -     | 2.0%  |
| 特殊電池およびその他                  | 売上高     | Specialized Batteries and Others        | Net sales                | 171       | 189       | 185       | 176       | 168       | 196       | 52    | 50    | 102   | 51       | 154   | 62    | 113   | 215       | 60     | 50    | 109   | 58       | 168   | 57    | 115   | 224       | 55          | -     | 200   |
|                             | 営業利益    |                                         | Operating profit         | 3         | -8        | 3         | 1         | 6         | 16        | 6     | 5     | 11    | 13       | 24    | 8     | 22    | 32        | 10     | 2     | 12    | 9        | 20    | 1     | 10    | 21        | 3           | -     | 20    |
|                             | (営業利益率) |                                         | (Operating profit ratio) | 1.7%      | -4.0%     | 1.7%      | 0.8%      | 3.4%      | 8.4%      | 10.9% | 9.7%  | 10.3% | 25.5%    | 15.4% | 13.7% | 19.0% | 14.9%     | 16.9%  | 3.3%  | 10.7% | 15.0%    | 12.2% | 1.6%  | 8.4%  | 9.5%      | 5.3%        | -     | 10.0% |
| 合計                          | 売上高     | Total                                   | Net sales                | 4,109     | 4,131     | 3,955     | 3,865     | 4,321     | 5,177     | 1,205 | 1,363 | 2,568 | 1,548    | 4,116 | 1,513 | 3,061 | 5,629     | 1,276  | 1,369 | 2,645 | 1,623    | 4,268 | 1,535 | 3,158 | 5,803     | 1,319       | 2,800 | 6,000 |
|                             | 営業利益    |                                         | Operating profit         | 241       | 251       | 239       | 271       | 239       | 321       | 49    | 80    | 129   | 169      | 298   | 124   | 293   | 422       | 64     | 97    | 161   | 163      | 323   | 184   | 347   | 507       | 85          | -     | 520   |
|                             | (営業利益率) |                                         | (Operating profit ratio) | 5.9%      | 6.1%      | 6.1%      | 7.0%      | 5.5%      | 6.2%      | 4.1%  | 5.9%  | 5.0%  | 10.9%    | 7.2%  | 8.2%  | 9.6%  | 7.5%      | 5.0%   | 7.1%  | 6.1%  | 10.0%    | 7.6%  | 12.0% | 11.0% | 8.7%      | 6.4%        | -     | 8.7%  |

| 売上構成比        | Composition of net sales                | Full  | Full  | Full  | Full  | Full  | Full  | 1Q    | 2Q    | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q    | 2Q    | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q    | Full | Full  |
|--------------|-----------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------|-------|-------|-------|-------|-------|-------|-------|----------|-------|-------|-------|-------|------|-------|
| 自動車電池（国内）    | Automotive Batteries (Japan)            | 21.7% | 22.1% | 22.3% | 21.6% | 18.9% | 17.0% | 16.3% | 15.8% | 16.0% | 18.0% | 16.7%    | 16.6% | 17.3% | 16.7% | 16.3% | 16.6% | 16.5% | 18.2% | 17.1%    | 18.7% | 18.5% | 17.6% | 17.0% | -    | 16.7% |
| 自動車電池（海外）    | Automotive Batteries (Overseas)         | 45.2% | 42.9% | 41.0% | 42.8% | 43.2% | 47.8% | 48.4% | 49.2% | 48.8% | 42.2% | 46.3%    | 41.1% | 41.6% | 44.9% | 51.1% | 45.5% | 48.2% | 44.2% | 46.7%    | 39.6% | 42.0% | 44.8% | 45.7% | -    | 41.7% |
| 産業電池電源       | Industrial Batteries and Power Supplies | 18.1% | 19.4% | 21.4% | 21.7% | 23.0% | 18.9% | 14.9% | 15.8% | 15.4% | 22.1% | 17.9%    | 23.7% | 22.9% | 19.5% | 15.3% | 19.5% | 17.5% | 19.1% | 18.1%    | 23.4% | 21.2% | 19.5% | 18.5% | -    | 21.7% |
| 車載用リチウムイオン電池 | Automotive Lithium-ion Batteries        | 10.9% | 11.0% | 10.7% | 9.3%  | 11.0% | 12.6% | 16.1% | 15.5% | 15.8% | 14.4% | 15.3%    | 14.4% | 14.4% | 15.1% | 12.6% | 14.8% | 13.7% | 14.8% | 14.2%    | 14.6% | 14.7% | 14.3% | 14.7% | -    | 16.7% |
| 特殊電池およびその他   | Specialized Batteries and Others        | 4.2%  | 4.6%  | 4.7%  | 4.6%  | 3.9%  | 3.8%  | 4.3%  | 3.7%  | 4.0%  | 3.3%  | 3.7%     | 4.1%  | 3.7%  | 3.8%  | 4.7%  | 3.6%  | 4.1%  | 3.6%  | 3.9%     | 3.7%  | 3.6%  | 3.9%  | 4.1%  | -    | 3.3%  |

| 前年比          | Year-on-year comparison |                                         | FY17/FY16        | FY18/FY17 | FY19/FY18 | FY20/FY19 | FY21/FY20 | FY22/FY21 | FY23/FY22 |         |         |        |        |          |        |        | FY24/FY23 |         |        |         |        |          |         |        | FY24/FY23 | FY25/FY24 |       |        |    |          |  |
|--------------|-------------------------|-----------------------------------------|------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------|---------|--------|--------|----------|--------|--------|-----------|---------|--------|---------|--------|----------|---------|--------|-----------|-----------|-------|--------|----|----------|--|
|              |                         |                                         | 実績               | Actual    | 実績        | Actual    | 実績        | Actual    | 実績        | Actual  | 実績      |        |        |          |        |        |           |         | Actual | 実績      |        |          |         |        |           |           |       | Actual | 予想 | Forecast |  |
|              |                         |                                         |                  |           |           |           |           |           |           |         |         |        |        |          |        |        |           |         |        |         |        |          |         |        |           |           |       |        |    |          |  |
|              |                         |                                         | Full             | Full      | Full      | Full      | Full      | Full      | Full      | 1Q      | 2Q      | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H  | Full      | 1Q      | 2Q     | 1st H   | 3Q     | 3Q total | 4Q      | 2nd H  | Full      | 1Q        | 1st H | Full   |    |          |  |
| 自動車電池（国内）    | 売上高                     | Automotive Batteries (Japan)            | Net sales        | 132.0%    | 102.5%    | 96.3%     | 95.0%     | 97.4%     | 107.7%    | 110.8%  | 107.5%  | 109.1% | 109.1% | 109.1%   | 102.1% | 105.7% | 107.1%    | 106.3%  | 105.8% | 106.0%  | 106.5% | 106.2%   | 114.3%  | 110.2% | 108.4%    | 107.4%    | -     | 98.1%  |    |          |  |
|              | 営業利益                    |                                         | Operating profit | 108.2%    | 126.4%    | 89.8%     | 124.3%    | 67.8%     | 111.4%    | 107.3%  | 143.7%  | 123.8% | 122.3% | 122.9%   | 123.9% | 123.1% | 123.3%    | 158.6%  | 149.8% | 154.0%  | 121.8% | 135.3%   | 126.6%  | 124.2% | 132.2%    | 104.4%    | -     | 103.1% |    |          |  |
| 自動車電池（海外）    | 売上高                     | Automotive Batteries (Overseas)         | Net sales        | 108.8%    | 95.4%     | 91.6%     | 101.9%    | 113.0%    | 132.4%    | 97.3%   | 108.4%  | 102.9% | 100.2% | 102.0%   | 103.0% | 101.6% | 102.2%    | 111.7%  | 92.9%  | 101.7%  | 110.1% | 104.5%   | 97.7%   | 104.0% | 102.9%    | 92.5%     | -     | 96.1%  |    |          |  |
|              | 営業利益                    |                                         | Operating profit | 85.7%     | 110.8%    | 92.6%     | 133.1%    | 81.5%     | 133.9%    | 91.4%   | 157.8%  | 124.8% | 139.4% | 130.7%   | 56.3%  | 103.6% | 113.3%    | 174.1%  | 94.4%  | 123.3%  | 84.7%  | 106.7%   | 252.8%  | 124.1% | 123.7%    | 92.2%     | -     | 96.2%  |    |          |  |
| 産業電池電源       | 売上高                     | Industrial Batteries and Power Supplies | Net sales        | 102.0%    | 107.8%    | 105.6%    | 99.4%     | 118.4%    | 98.1%     | 105.2%  | 96.1%   | 100.0% | 129.6% | 111.9%   | 113.3% | 120.7% | 112.4%    | 109.1%  | 123.4% | 116.9%  | 90.4%  | 104.6%   | 100.2%  | 95.4%  | 103.2%    | 124.9%    | -     | 114.9% |    |          |  |
|              | 営業利益                    |                                         | Operating profit | 84.6%     | 106.3%    | 117.0%    | 75.2%     | 83.8%     | 148.0%    | -28.4%  | 107.1%  | 228.4% | 189.4% | 196.5%   | 127.8% | 148.6% | 154.2%    | 622.4%  | 244.6% | 286.5%  | 122.6% | 157.4%   | 114.4%  | 118.0% | 135.4%    | 221.6%    | -     | 106.4% |    |          |  |
| 車載用リチウムイオン電池 | 売上高                     | Automotive Lithium-ion Batteries        | Net sales        | 113.9%    | 101.8%    | 92.7%     | 85.1%     | 132.5%    | 137.2%    | 157.5%  | 141.1%  | 148.5% | 124.9% | 139.1%   | 108.6% | 116.2% | 129.7%    | 82.6%   | 95.8%  | 89.5%   | 107.8% | 96.0%    | 102.4%  | 105.1% | 97.6%     | 120.6%    | -     | 120.8% |    |          |  |
|              | 営業利益                    |                                         | Operating profit | 2933.3%   | 22.7%     | -569.3%   | 49.9%     | -194.1%   | 120.1%    | 114.1%  | -147.5% | 406.1% | 214.1% | 249.6%   | 20.8%  | 106.0% | 133.4%    | -464.8% | 91.6%  | -239.2% | 35.2%  | -47.5%   | 1210.0% | 164.1% | 52.2%     | 1.7%      | -     | 144.6% |    |          |  |
| 特殊電池およびその他   | 売上高                     | Specialized Batteries and Others        | Net sales        | 183.6%    | 110.7%    | 97.8%     | 94.9%     | 95.5%     | 116.9%    | 119.0%  | 110.9%  | 114.9% | 108.1% | 112.5%   | 103.1% | 105.3% | 109.7%    | 114.4%  | 99.3%  | 107.0%  | 113.5% | 109.2%   | 91.5%   | 101.5% | 104.1%    | 91.5%     | -     | 89.2%  |    |          |  |
|              | 営業利益                    |                                         | Operating profit | -41.1%    | -262.7%   | -42.7%    | 42.2%     | 425.7%    | 284.3%    | 8085.7% | 376.0%  | 772.8% | 140.2% | 220.4%   | 147.0% | 142.8% | 194.8%    | 177.6%  | 33.8%  | 111.2%  | 66.8%  | 86.6%    | 10.7%   | 44.9%  | 66.6%     | 29.0%     | -     | 93.6%  |    |          |  |
| 合計           | 売上高                     | Total                                   | Net sales        | 114.3%    | 100.5%    | 95.8%     | 97.7%     | 111.8%    | 119.8%    | 108.2%  | 110.1%  | 109.2% | 110.8% | 109.8%   | 105.9% | 108.3% | 108.7%    | 105.8%  | 100.5% | 103.0%  | 104.9% | 103.7%   | 101.5%  | 103.2% | 103.1%    | 103.4%    | -     | 103.4% |    |          |  |
|              | 営業利益                    |                                         | Operating profit | 99.5%     | 104.1%    | 95.5%     | 113.1%    | 88.1%     | 134.5%    | 129.0%  | 162.0%  | 147.6% | 153.2% | 150.7%   | 101.0% | 125.7% | 131.7%    | 128.6%  | 121.4% | 124.2%  | 96.4%  | 108.4%   | 148.3%  | 118.4% | 120.2%    | 133.5%    | -     | 102.5% |    |          |  |

(億円、100 million yen)

| 地域別売上／Results by Region |                          | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      | FY24      |       |       |       |          |       |       |       | FY25      |             |              |
|-------------------------|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-------|-------|-------|----------|-------|-------|-------|-----------|-------------|--------------|
|                         |                          | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |       |       |       |          |       |       |       | 実績 Actual | 予想 Forecast | As of May 13 |
|                         |                          | Full      | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q    | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q        | 1st H       |              |
|                         |                          |           |           |           |           |           |           |           |           |       |       |       |          |       |       |       |           |             | Full         |
| 日本                      | Japan                    | 2,060     | 2,091     | 2,129     | 2,054     | 2,275     | 2,451     | 2,815     | 558       | 680   | 1,238 | 828   | 2,066    | 848   | 1,675 | 2,913 | 650       | -           | -            |
| アジア                     | Asia                     | 1,104     | 1,115     | 1,032     | 959       | 1,054     | 1,434     | 1,433     | 332       | 313   | 645   | 388   | 1,033    | 299   | 688   | 1,333 | 294       | -           | -            |
| 欧州                      | Europe                   | -         | -         | -         | -         | 512       | 691       | 754       | 206       | 213   | 419   | 240   | 659      | 215   | 455   | 875   | 201       | -           | -            |
| 北米                      | North America            | -         | -         | -         | -         | 156       | 208       | 205       | 55        | 47    | 101   | 54    | 155      | 56    | 110   | 211   | 54        | -           | -            |
| その他                     | Other                    | 283       | 290       | 246       | 278       | 325       | 393       | 423       | 125       | 116   | 241   | 114   | 355      | 117   | 230   | 472   | 120       | -           | -            |
| 欧米                      | Europe and North America | 662       | 635       | 548       | 574       | -         | -         | -         | -         | -     | -     | -     | -        | -     | -     | -     | -         | -           | -            |
| 売上高                     | Net sales                | 4,110     | 4,131     | 3,956     | 3,865     | 4,321     | 5,177     | 5,629     | 1,276     | 1,369 | 2,645 | 1,623 | 4,268    | 1,535 | 3,158 | 5,803 | 1,319     | 2,800       | 6,000        |

※特殊電池およびその他セグメントに含まれる「その他の収益」は便宜上「日本」に含んでいます。

\*"Other revenues" in the Specialized Batteries and Others segment are included in "Japan" for convenience.

| 売上構成比 | Composition of net sales | Full  | Full  | Full  | Full  | Full  | Full  | Full  | 1Q    | 2Q    | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q    | 1st H | Full |
|-------|--------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------|-------|-------|-------|-------|-------|------|
| 日本    | Japan                    | 50.1% | 50.6% | 53.8% | 53.1% | 52.6% | 47.3% | 50.0% | 43.8% | 49.6% | 46.8% | 51.0% | 48.4%    | 55.2% | 53.0% | 50.2% | 49.3% | -     | -    |
| アジア   | Asia                     | 26.9% | 27.0% | 26.1% | 24.8% | 24.4% | 27.7% | 25.5% | 26.0% | 22.9% | 24.4% | 23.9% | 24.2%    | 19.5% | 21.8% | 23.0% | 22.3% | -     | -    |
| 欧州    | Europe                   | -     | -     | -     | -     | 11.8% | 13.3% | 13.4% | 16.2% | 15.6% | 15.9% | 14.8% | 15.4%    | 14.0% | 14.4% | 15.1% | 15.2% | -     | -    |
| 北米    | North America            | -     | -     | -     | -     | 3.6%  | 4.0%  | 3.6%  | 4.3%  | 3.4%  | 3.8%  | 3.3%  | 3.6%     | 3.7%  | 3.5%  | 3.6%  | 4.1%  | -     | -    |
| その他   | Other                    | 6.9%  | 7.0%  | 6.2%  | 7.2%  | 7.5%  | 7.6%  | 7.5%  | 9.8%  | 8.5%  | 9.1%  | 7.0%  | 8.3%     | 7.6%  | 7.3%  | 8.1%  | 9.1%  | -     | -    |
| 欧米    | Europe and North America | 16.1% | 15.4% | 13.9% | 14.8% | -     | -     | -     | -     | -     | -     | -     | -        | -     | -     | -     | -     | -     | -    |

| 前年比 | Year-on-year comparison |                          | FY17/FY16 | FY18/FY17 | FY19/FY18 | FY20/FY19 | FY21/FY20 | FY22/FY21 | FY23/FY22 | FY24/FY23 |        |        |        |          |        |        |        | FY25/FY24 |        |        |
|-----|-------------------------|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------|--------|--------|----------|--------|--------|--------|-----------|--------|--------|
|     |                         |                          | Full      | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q        | 1st H  | Full   |
| 日本  | 欧米                      | Japan                    | 117.1%    | 101.5%    | 101.8%    | 96.5%     | 110.7%    | 107.8%    | 114.8%    | 100.9%    | 109.0% | 105.2% | 100.2% | 103.1%   | 104.4% | 102.3% | 103.5% | 116.4%    | -      | -      |
| アジア |                         | Asia                     | 110.4%    | 101.0%    | 92.6%     | 92.9%     | 109.9%    | 136.1%    | 99.9%     | 103.5%    | 78.3%  | 89.5%  | 102.4% | 94.0%    | 89.9%  | 96.5%  | 93.0%  | 88.6%     | -      | -      |
| 欧州  |                         | Europe                   | -         | -         | -         | -         | -         | 135.0%    | 109.1%    | 122.2%    | 114.7% | 118.3% | 124.9% | 120.6%   | 103.7% | 113.9% | 115.9% | 97.4%     | -      | -      |
| 北米  |                         | North America            | -         | -         | -         | -         | -         | 133.4%    | 98.5%     | 94.2%     | 97.5%  | 95.7%  | 117.9% | 102.4%   | 105.8% | 111.4% | 103.3% | 99.1%     | -      | -      |
| その他 |                         | Other                    | 114.7%    | 102.3%    | 85.0%     | 112.8%    | 116.9%    | 120.9%    | 107.6%    | 120.0%    | 110.2% | 115.1% | 109.1% | 113.1%   | 107.3% | 108.2% | 111.6% | 96.2%     | -      | -      |
| 欧米  |                         | Europe and North America | 112.5%    | 95.8%     | 86.4%     | 104.6%    | -         | -         | -         | -         | -      | -      | -      | -        | -      | -      | -      | -         | -      | -      |
| 売上高 | Net sales               |                          | 114.3%    | 100.5%    | 95.8%     | 97.7%     | 111.8%    | 119.8%    | 108.7%    | 105.8%    | 100.5% | 103.0% | 104.9% | 103.7%   | 101.5% | 103.2% | 103.1% | 103.4%    | 105.9% | 103.4% |

| 地域別有形固定資産／Property, plant and equipment by Region |                               | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      | FY24      |    |       |    |          |    |       |       | FY25      |             |              |
|---------------------------------------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----|-------|----|----------|----|-------|-------|-----------|-------------|--------------|
|                                                   |                               | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |    |       |    |          |    |       |       | 実績 Actual | 予想 Forecast | As of May 13 |
|                                                   |                               | Full      | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q | 1st H | 3Q | 3Q total | 4Q | 2nd H | Full  | 1Q        | 1st H       |              |
|                                                   |                               |           |           |           |           |           |           |           |           |    |       |    |          |    |       |       |           |             | Full         |
| 日本                                                | Japan                         | 893       | 880       | 860       | 888       | 990       | 1,036     | 1,297     | -         | -  | -     | -  | -        | -  | -     | 1,575 | -         | -           | -            |
| 中国                                                | China                         | -         | 117       | 136       | 147       | 101       | 90        | 0         | -         | -  | -     | -  | -        | -  | -     | -     | -         | -           | -            |
| アジア                                               | Asia                          | 292       | 185       | 187       | 208       | 227       | 252       | 278       | -         | -  | -     | -  | -        | -  | -     | 446   | -         | -           | -            |
| 欧米                                                | Europe and North America      | 24        | 42        | 64        | 66        | 70        | 232       | 257       | -         | -  | -     | -  | -        | -  | -     | 112   | -         | -           | -            |
| その他                                               | Other                         | 19        | 19        | 31        | 37        | 42        | 40        | 53        | -         | -  | -     | -  | -        | -  | -     | 63    | -         | -           | -            |
| 有形固定資産                                            | Property, plant and equipment | 1,228     | 1,242     | 1,279     | 1,345     | 1,430     | 1,650     | 1,886     | -         | -  | -     | -  | -        | -  | -     | 2,196 | -         | -           | -            |

※2009年度以前は資産です。

\*The figures for fiscal 2009 and earlier are assets.

(億円、100 million yen)

| 自動車電池（国内）事業／Automotive Batteries (Japan) |                          | FY17 | FY18   | FY19 | FY20   | FY21 | FY22   | FY23 |        |      |       |       |       |          |      | FY24  |      |        |       |       |       |          |       | FY25  |      |       |        |      |          |
|------------------------------------------|--------------------------|------|--------|------|--------|------|--------|------|--------|------|-------|-------|-------|----------|------|-------|------|--------|-------|-------|-------|----------|-------|-------|------|-------|--------|------|----------|
|                                          |                          | 実績   | Actual | 実績   | Actual | 実績   | Actual | 実績   | Actual | 実績   |       |       |       |          |      |       |      | Actual | 実績    |       |       |          |       |       |      |       | Actual | 予想   | Forecast |
|                                          |                          |      |        |      |        |      |        |      |        |      |       |       |       |          |      |       |      |        |       |       |       |          |       |       |      |       |        |      |          |
|                                          |                          | Full | Full   | Full | Full   | Full | Full   | Full | Full   | 1Q   | 2Q    | 1st H | 3Q    | 3Q total | 4Q   | 2nd H | Full | 1Q     | 2Q    | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full | 1Q    | 1st H  | Full |          |
| 日本                                       | Japan                    | -    | -      | -    | -      | 810  | 874    | 195  | 214    | 410  | 278   | 687   | 251   | 529      | 939  | 208   | 227  | 435    | 295   | 730   | 287   | 583      | 1,017 | 223   | -    | -     |        |      |          |
| アジア                                      | Asia                     | -    | -      | -    | -      | 5    | 4      | 1    | 0      | 1    | 0     | 1     | 1     | 1        | 2    | 0     | 0    | 1      | 1     | 1     | 0     | 1        | 2     | 0     | -    | -     |        |      |          |
| 欧州                                       | Europe                   | -    | -      | -    | -      | 0    | -      | -    | -      | -    | -     | -     | -     | -        | -    | 0     | 0    | 0      | 0     | 0     | 0     | 0        | 0     | 0     | -    | -     |        |      |          |
| 北米                                       | North America            | -    | -      | -    | -      | -    | -      | -    | -      | -    | -     | -     | -     | -        | -    | -     | -    | -      | -     | -     | -     | -        | -     | -     | -    | -     |        |      |          |
| その他                                      | Other                    | -    | -      | -    | -      | -    | -      | -    | -      | -    | -     | -     | -     | -        | -    | -     | -    | -      | -     | -     | -     | -        | -     | -     | -    | -     |        |      |          |
| 売上高                                      | Net sales                | 892  | 915    | 881  | 836    | 815  | 878    | 196  | 215    | 411  | 278   | 689   | 252   | 530      | 940  | 208   | 227  | 436    | 296   | 732   | 288   | 584      | 1,019 | 224   | -    | 1,000 |        |      |          |
| 営業利益                                     | Operating profit         | 61   | 78     | 70   | 87     | 59   | 65     | 10   | 11     | 22   | 30    | 52    | 29    | 59       | 81   | 16    | 17   | 34     | 37    | 70    | 36    | 73       | 107   | 17    | -    | 110   |        |      |          |
| (営業利益率)                                  | (Operating profit ratio) | 6.9% | 8.5%   | 7.9% | 10.4%  | 7.2% | 7.5%   | 5.2% | 5.3%   | 5.3% | 10.9% | 7.6%  | 11.4% | 11.1%    | 8.6% | 7.8%  | 7.6% | 7.7%   | 12.5% | 9.6%  | 12.6% | 12.5%    | 10.5% | 7.6%  | -    | 11.0% |        |      |          |

※営業利益はのれん等償却前営業利益、営業利益率はのれん等償却前営業利益率です。

\*Operating income has been operating income before amortization of goodwill and the operating income ratio has been the operating income ratio before amortization of goodwill.

|              |                 |      |       |       |       |       |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |       |   |   |   |
|--------------|-----------------|------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|
| EBITDA       | EBITDA          | 80   | 95    | 101   | 118   | 87    | 92    | - | - | - | - | - | - | - | 109   | - | - | - | - | - | - | - | 136   | - | - | - |
| (EBITDAマージン) | (EBITDA margin) | 9.0% | 10.4% | 11.5% | 14.1% | 10.7% | 10.5% | - | - | - | - | - | - | - | 11.6% | - | - | - | - | - | - | - | 13.3% | - | - | - |

※EBITDAは営業利益+減価償却費です。

\*EBITDA is operating income + depreciation.

|                    |                                                                 |       |       |       |       |      |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |       |   |   |   |
|--------------------|-----------------------------------------------------------------|-------|-------|-------|-------|------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|
| セグメント資産            | Segment assets                                                  | 543   | 579   | 581   | 598   | 612  | 637   | - | - | - | - | - | - | - | 662   | - | - | - | - | - | - | - | 700   | - | - | - |
| (セグメント資産利益率)       | (ROA)                                                           | 11.3% | 13.4% | 12.0% | 14.5% | 9.6% | 10.3% | - | - | - | - | - | - | - | 12.2% | - | - | - | - | - | - | - | 15.2% | - | - | - |
| 減価償却費              | Depreciation                                                    | 19    | 18    | 32    | 31    | 29   | 26    | - | - | - | - | - | - | - | 28    | - | - | - | - | - | - | - | 29    | - | - | - |
| 減損損失               | Impairment loss                                                 | -     | -     | -     | -     | 1    | -     | - | - | - | - | - | - | - | -     | - | - | - | - | - | - | - | -     | - | - | - |
| 持分法適用会社への投資額       | Investment in equity-method affiliates                          | 10    | 11    | 11    | 13    | 13   | 14    | - | - | - | - | - | - | - | 14    | - | - | - | - | - | - | - | 5     | - | - | - |
| 有形固定資産及び無形固定資産の増加額 | Increase in property, plant and equipment and intangible assets | 24    | 35    | 23    | 27    | 38   | 28    | - | - | - | - | - | - | - | 32    | - | - | - | - | - | - | - | 30    | - | - | - |

※減価償却費は無形固定資産の償却費を含む値です。

\*Depreciation expenses include depreciation of intangible assets.

|             |                                      |      |      |      |      |      |      |   |   |    |   |   |   |    |      |   |   |    |   |   |   |    |      |   |   |    |
|-------------|--------------------------------------|------|------|------|------|------|------|---|---|----|---|---|---|----|------|---|---|----|---|---|---|----|------|---|---|----|
| 設備投資        | Capital investment                   | 24   | 36   | 22   | 25   | 38   | 28   | - | - | 13 | - | - | - | 19 | 32   | - | - | 11 | - | - | - | 19 | 30   | - | - | 40 |
| 研究開発費       | Research and development expenses    | 26   | 22   | 24   | 19   | 18   | 19   | - | - | -  | - | - | - | -  | 20   | - | - | -  | - | - | - | -  | 20   | - | - | -  |
| (売上高研究開発費率) | (Ratio of R&D expenses to net sales) | 1.0% | 0.8% | 1.0% | 0.8% | 0.7% | 0.6% | - | - | -  | - | - | - | -  | 0.6% | - | - | -  | - | - | - | -  | 0.5% | - | - | -  |

※自動車電池（国内）と（海外）の研究開発費は、FY17以降は合算で算出しています。

\*Research and development expenses in the “Automotive Batteries (Japan)” and “Automotive Batteries (Overseas)” segments have been totaled since fiscal 2017.

|         |                     |       |       |       |       |       |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |       |   |   |   |
|---------|---------------------|-------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|
| 従業員数（人） | Number of employees | 1,205 | 1,223 | 1,221 | 1,281 | 1,287 | 1,249 | - | - | - | - | - | - | - | 1,257 | - | - | - | - | - | - | - | 1,272 | - | - | - |
|---------|---------------------|-------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|

| 前年比  | Year-on-year comparison | FY17/FY16 | FY18/FY17 | FY19/FY18 | FY20/FY19 | FY21/FY20 | FY22/FY21 | FY23/FY22 |        |        |        |          |        |        |        | FY24/FY23 |        |        |        |          |        |        |        | FY25/FY24 |       |        |  |
|------|-------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------|--------|--------|----------|--------|--------|--------|-----------|--------|--------|--------|----------|--------|--------|--------|-----------|-------|--------|--|
|      |                         | 実績        | Actual    | 実績        | Actual    | 実績        | Actual    | 実績        | Actual | 実績     | Actual | 実績       |        |        |        |           |        |        |        | Actual   | 実績     | Actual | 予想     | Forecast  |       |        |  |
|      |                         |           |           |           |           |           |           |           |        |        |        |          |        |        |        |           |        |        |        |          |        |        |        |           |       |        |  |
|      |                         | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q        | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q        | 1st H | Full   |  |
| 売上高  | Net sales               | 132.0%    | 102.5%    | 96.3%     | 95.0%     | 97.4%     | 107.7%    | 110.8%    | 107.5% | 109.1% | 109.1% | 109.1%   | 102.1% | 105.7% | 107.1% | 106.3%    | 105.8% | 106.0% | 106.5% | 106.2%   | 114.3% | 110.2% | 108.4% | 107.4%    | -     | 98.1%  |  |
| 営業利益 | Operating profit        | 108.2%    | 126.4%    | 89.8%     | 124.3%    | 67.8%     | 111.4%    | 107.3%    | 143.7% | 123.8% | 122.3% | 122.9%   | 123.9% | 123.1% | 123.3% | 158.6%    | 149.8% | 154.0% | 121.8% | 135.3%   | 126.6% | 124.2% | 132.2% | 104.4%    | -     | 103.1% |  |

(億円、100 million yen)

| 自動車電池（海外）事業／Automotive Batteries (Overseas) |                          | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      |      |       |      |          |      |       |       | FY24      |      |       |      |          |      |       |       | FY25      |             |              |
|---------------------------------------------|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------|-------|------|----------|------|-------|-------|-----------|------|-------|------|----------|------|-------|-------|-----------|-------------|--------------|
|                                             |                          | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |      |       |      |          |      |       |       | 実績 Actual |      |       |      |          |      |       |       | 実績 Actual | 予想 Forecast | As of May 13 |
|                                             |                          | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q   | 1st H | 3Q   | 3Q total | 4Q   | 2nd H | Full  | 1Q        | 2Q   | 1st H | 3Q   | 3Q total | 4Q   | 2nd H | Full  | 1Q        | 1st H       | Full         |
|                                             |                          |           |           |           |           |           |           |           |      |       |      |          |      |       |       |           |      |       |      |          |      |       |       |           |             |              |
| 日本                                          | Japan                    | -         | -         | -         | -         | 1         | 2         | 0         | 1    | 2     | -1   | 1        | 1    | -0    | 1     | 1         | 1    | 2     | -1   | 1        | -0   | -1    | 0     | 1         | -           | -            |
| アジア                                         | Asia                     | -         | -         | -         | -         | 979       | 1,350     | 302       | 378  | 680   | 355  | 1,035    | 312  | 667   | 1,347 | 313       | 295  | 608   | 369  | 977      | 282  | 651   | 1,259 | 276       | -           | -            |
| 欧州                                          | Europe                   | -         | -         | -         | -         | 481       | 614       | 146       | 160  | 306   | 167  | 473      | 170  | 337   | 643   | 176       | 188  | 364   | 214  | 578      | 181  | 396   | 759   | 177       | -           | -            |
| 北米                                          | North America            | -         | -         | -         | -         | 96        | 123       | 33        | 29   | 62    | 28   | 91       | 33   | 61    | 124   | 40        | 26   | 67    | 26   | 92       | 30   | 56    | 122   | 31        | -           | -            |
| その他                                         | Other                    | -         | -         | -         | -         | 310       | 385       | 103       | 102  | 204   | 103  | 307      | 106  | 209   | 413   | 122       | 113  | 235   | 110  | 346      | 114  | 224   | 460   | 118       | -           | -            |
| 売上高                                         | Net sales                | 1,856     | 1,771     | 1,621     | 1,653     | 1,867     | 2,473     | 584       | 671  | 1,254 | 652  | 1,907    | 622  | 1,274 | 2,529 | 652       | 623  | 1,275 | 718  | 1,993    | 608  | 1,326 | 2,601 | 603       | -           | 2,500        |
| 営業利益                                        | Operating profit         | 90        | 99        | 92        | 122       | 100       | 133       | 28        | 48   | 76    | 58   | 134      | 18   | 75    | 151   | 48        | 46   | 94    | 49   | 142      | 45   | 93    | 187   | 44        | -           | 180          |
| (営業利益率)                                     | (Operating profit ratio) | 4.8%      | 5.6%      | 5.7%      | 7.4%      | 5.3%      | 5.4%      | 4.7%      | 7.2% | 6.1%  | 8.8% | 7.0%     | 2.8% | 5.9%  | 6.0%  | 7.4%      | 7.3% | 7.4%  | 6.8% | 7.1%     | 7.3% | 7.0%  | 7.2%  | 7.4%      | -           | 7.2%         |

※営業利益はのれん等償却前営業利益、営業利益率はのれん等償却前営業利益率です。

\*Operating income has been operating income before amortization of goodwill and the operating income ratio has been the operating income ratio before amortization of goodwill.

|              |                 |      |      |      |       |      |      |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |   |       |   |   |   |
|--------------|-----------------|------|------|------|-------|------|------|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|-------|---|---|---|
| EBITDA       | EBITDA          | 131  | 139  | 136  | 167   | 149  | 201  | - | - | - | - | - | - | - | 226  | - | - | - | - | - | - | - | - | 271   | - | - | - |
| (EBITDAマージン) | (EBITDA margin) | 7.1% | 7.9% | 8.4% | 10.1% | 8.0% | 8.1% | - | - | - | - | - | - | - | 8.9% | - | - | - | - | - | - | - | - | 10.4% | - | - | - |

※EBITDAは営業利益+減価償却費です。

\*EBITDA is operating income + depreciation.

|                    |                                                                 |       |       |       |       |       |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |   |       |   |   |   |
|--------------------|-----------------------------------------------------------------|-------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|---|-------|---|---|---|
| セグメント資産            | Segment assets                                                  | 1,580 | 1,500 | 1,482 | 1,679 | 1,864 | 2,148 | - | - | - | - | - | - | - | 2,275 | - | - | - | - | - | - | - | - | 2,333 | - | - | - |
| (セグメント資産利益率)       | (ROA)                                                           | 5.7%  | 6.6%  | 6.2%  | 7.3%  | 5.3%  | 6.2%  | - | - | - | - | - | - | - | 6.6%  | - | - | - | - | - | - | - | - | 8.0%  | - | - | - |
| 減価償却費              | Depreciation                                                    | 42    | 40    | 44    | 45    | 49    | 67    | - | - | - | - | - | - | - | 75    | - | - | - | - | - | - | - | - | 84    | - | - | - |
| 減損損失               | Impairment loss                                                 | -     | 10    | -     | -     | 49    | -     | - | - | - | - | - | - | - | -     | - | - | - | - | - | - | - | - | -     | - | - | - |
| 持分法適用会社への投資額       | Investment in equity-method affiliates                          | 301   | 286   | 290   | 319   | 340   | 367   | - | - | - | - | - | - | - | 430   | - | - | - | - | - | - | - | - | 471   | - | - | - |
| 有形固定資産及び無形固定資産の増加額 | Increase in property, plant and equipment and intangible assets | 64    | 72    | 55    | 43    | 53    | 110   | - | - | - | - | - | - | - | 73    | - | - | - | - | - | - | - | - | 88    | - | - | - |

※減価償却費は無形固定資産の償却費を含む値です。

\*Depreciation expenses include depreciation of intangible assets.

|             |                                      |    |    |    |    |    |     |   |   |    |   |   |   |    |    |   |   |    |   |   |   |    |    |   |   |    |
|-------------|--------------------------------------|----|----|----|----|----|-----|---|---|----|---|---|---|----|----|---|---|----|---|---|---|----|----|---|---|----|
| 設備投資        | Capital investment                   | 63 | 67 | 55 | 51 | 53 | 110 | - | - | 34 | - | - | - | 39 | 73 | - | - | 31 | - | - | - | 58 | 88 | - | - | 90 |
| 研究開発費       | Research and development expenses    | -  | -  | -  | -  | -  | -   | - | - | -  | - | - | - | -  | -  | - | - | -  | - | - | - | -  | -  | - | - | -  |
| (売上高研究開発費率) | (Ratio of R&D expenses to net sales) | -  | -  | -  | -  | -  | -   | - | - | -  | - | - | - | -  | -  | - | - | -  | - | - | - | -  | -  | - | - | -  |

※自動車電池（国内）と（海外）の研究開発費は、FY17以降は合算で算出しています。

\*Research and development expenses in the “Automotive Batteries (Japan)” and “Automotive Batteries (Overseas)” segments have been totaled since fiscal 2017.

|         |                     |        |       |       |       |       |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |   |       |   |   |   |
|---------|---------------------|--------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|---|-------|---|---|---|
| 従業員数（人） | Number of employees | 10,273 | 9,745 | 8,491 | 8,193 | 8,096 | 8,879 | - | - | - | - | - | - | - | 7,643 | - | - | - | - | - | - | - | - | 7,416 | - | - | - |
|---------|---------------------|--------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|---|-------|---|---|---|

| 前年比  | Year-on-year comparison | FY17/FY16 | FY18/FY17 | FY19/FY18 | FY20/FY19 | FY21/FY20 | FY22/FY21 | FY23/FY22 |        |        |        |          |        |        |        | FY24/FY23 |       |        |        |          |        |        |        | FY25/FY24 |             |              |
|------|-------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------|--------|--------|----------|--------|--------|--------|-----------|-------|--------|--------|----------|--------|--------|--------|-----------|-------------|--------------|
|      |                         | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |        |        |        |          |        |        |        | 実績 Actual |       |        |        |          |        |        |        | 実績 Actual | 予想 Forecast | As of May 13 |
|      |                         | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q        | 2Q    | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q        | 1st H       | Full         |
|      |                         |           |           |           |           |           |           |           |        |        |        |          |        |        |        |           |       |        |        |          |        |        |        |           |             |              |
| 売上高  | Net sales               | 108.8%    | 95.4%     | 91.6%     | 101.9%    | 113.0%    | 132.4%    | 97.3%     | 108.4% | 102.9% | 100.2% | 102.0%   | 103.0% | 101.6% | 102.2% | 111.7%    | 92.9% | 101.7% | 110.1% | 104.5%   | 97.7%  | 104.0% | 102.9% | 92.5%     | -           | 96.1%        |
| 営業利益 | Operating profit        | 85.7%     | 110.8%    | 92.6%     | 133.1%    | 81.5%     | 133.9%    | 91.4%     | 157.8% | 124.8% | 139.4% | 130.7%   | 56.3%  | 103.6% | 113.3% | 174.1%    | 94.4% | 123.3% | 84.7%  | 106.7%   | 252.8% | 124.1% | 123.7% | 92.2%     | -           | 96.2%        |

※1 自動車電池事業（海外）には従来より取り扱う海外産業用電池の取引高の一部を含んでいましたが、2018年度より、産業電池電源事業に変更しています。2017年度の売上高および営業利益は、変更後の報告セグメントにより記載しています。

\*1 The “automotive batteries (overseas)” segment previously included a portion of transaction amounts for industrial batteries handled overseas, but as of fiscal 2018, the category was changed to “industrial batteries and power supplies.” Net sales and operating income for fiscal 2017 are indicated for the reporting segments after the change

※2 2019年度に自動車電池事業（海外）の一部連結子会社を産業電池電源事業へ変更しました。それに伴い、2018年度の数値を変更後のセグメント区分に組み替えて記載しています。

\*2 In fiscal 2019, some consolidated subsidiaries in the “automotive batteries (overseas)” segment were shifted to the “industrial batteries and power supplies” segment. Accordingly, the figures for fiscal 2018 have been reclassified to reflect the revised segment categories.

(億円、100 million yen)

| 産業電池電源事業／Industrial Batteries and Power Supplies |                          | FY17  | FY18   | FY19  | FY20   | FY21 | FY22   | FY23 |        |       |        |          |       |       |       | FY24 |       |       |       |          |       |       |       | FY25 |        |       |          |
|--------------------------------------------------|--------------------------|-------|--------|-------|--------|------|--------|------|--------|-------|--------|----------|-------|-------|-------|------|-------|-------|-------|----------|-------|-------|-------|------|--------|-------|----------|
|                                                  |                          | 実績    | Actual | 実績    | Actual | 実績   | Actual | 実績   | Actual | 実績    | Actual | 実績       |       |       |       |      |       | 実績    |       |          |       |       |       | 実績   | Actual | 予想    | Forecast |
|                                                  |                          | Full  | Full   | Full  | Full   | Full | Full   | 1Q   | 2Q     | 1st H | 3Q     | 3Q total | 4Q    | 2nd H | Full  | 1Q   | 2Q    | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q   | 1st H  | Full  |          |
| 日本                                               | Japan                    | -     | -      | -     | -      | 853  | 800    | 134  | 172    | 306   | 300    | 606      | 315   | 615   | 921   | 159  | 224   | 383   | 260   | 644      | 313   | 573   | 956   | 201  | -      | -     |          |
| アジア                                              | Asia                     | -     | -      | -     | -      | 68   | 80     | 17   | 21     | 39    | 23     | 61       | 20    | 43    | 82    | 17   | 18    | 35    | 18    | 54       | 16    | 35    | 70    | 16   | -      | -     |          |
| 欧州                                               | Europe                   | -     | -      | -     | -      | 3    | 9      | 2    | 1      | 3     | 3      | 6        | 2     | 5     | 8     | 2    | 2     | 4     | 0     | 4        | 3     | 3     | 7     | 1    | -      | -     |          |
| 北米                                               | North America            | -     | -      | -     | -      | 56   | 79     | 24   | 17     | 42    | 16     | 57       | 20    | 35    | 77    | 14   | 19    | 33    | 28    | 61       | 25    | 53    | 86    | 22   | -      | -     |          |
| その他                                              | Other                    | -     | -      | -     | -      | 15   | 8      | 2    | 4      | 5     | 1      | 7        | 2     | 4     | 9     | 3    | 3     | 6     | 3     | 9        | 3     | 6     | 12    | 3    | -      | -     |          |
| 売上高                                              | Net sales                | 742   | 800    | 846   | 840    | 995  | 976    | 179  | 216    | 395   | 342    | 737      | 359   | 702   | 1,097 | 195  | 267   | 462   | 310   | 772      | 360   | 669   | 1,131 | 244  | -      | 1,300 |          |
| 営業利益                                             | Operating profit         | 74    | 78     | 92    | 69     | 58   | 85     | 2    | 12     | 14    | 51     | 64       | 67    | 118   | 132   | 9    | 30    | 39    | 62    | 101      | 77    | 139   | 179   | 21   | -      | 190   |          |
| (営業利益率)                                          | (Operating profit ratio) | 9.9%  | 9.8%   | 10.8% | 8.2%   | 5.8% | 8.8%   | 0.8% | 5.6%   | 3.5%  | 14.8%  | 8.7%     | 18.8% | 16.8% | 12.0% | 4.8% | 11.2% | 8.5%  | 20.1% | 13.2%    | 21.4% | 20.8% | 15.8% | 8.6% | -      | 14.6% |          |
| EBITDA                                           | EBITDA                   | 86    | 94     | 108   | 86     | 74   | 102    | -    | -      | -     | -      | -        | -     | -     | 151   | -    | -     | -     | -     | -        | -     | -     | 197   | -    | -      | -     |          |
| (EBITDAマージン)                                     | (EBITDA margin)          | 11.6% | 11.8%  | 12.8% | 10.2%  | 7.4% | 10.5%  | -    | -      | -     | -      | -        | -     | -     | 13.8% | -    | -     | -     | -     | -        | -     | -     | 17.4% | -    | -      | -     |          |

※EBITDAは営業利益+減価償却費です。

\*EBITDA is operating income + depreciation.

|                    |                                                                 |       |       |       |       |      |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |   |       |   |   |   |
|--------------------|-----------------------------------------------------------------|-------|-------|-------|-------|------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|---|-------|---|---|---|
| セグメント資産            | Segment assets                                                  | 412   | 528   | 572   | 566   | 729  | 738   | - | - | - | - | - | - | - | 752   | - | - | - | - | - | - | - | - | 880   | - | - | - |
| (セグメント資産利益率)       | (ROA)                                                           | 17.9% | 14.8% | 16.0% | 12.2% | 7.9% | 11.6% | - | - | - | - | - | - | - | 17.5% | - | - | - | - | - | - | - | - | 20.3% | - | - | - |
| 減価償却費              | Depreciation                                                    | 13    | 16    | 17    | 17    | 16   | 17    | - | - | - | - | - | - | - | 19    | - | - | - | - | - | - | - | - | 19    | - | - | - |
| 減損損失               | Impairment loss                                                 | -     | -     | -     | -     | 0    | -     | - | - | - | - | - | - | - | 6     | - | - | - | - | - | - | - | - | -     | - | - | - |
| 持分法適用会社への投資額       | Investment in equity-method affiliates                          | 1     | 5     | 3     | 3     | 5    | 5     | - | - | - | - | - | - | - | 6     | - | - | - | - | - | - | - | - | 6     | - | - | - |
| 有形固定資産及び無形固定資産の増加額 | Increase in property, plant and equipment and intangible assets | 11    | 19    | 19    | 14    | 13   | 42    | - | - | - | - | - | - | - | 20    | - | - | - | - | - | - | - | - | 57    | - | - | - |

※減価償却費は無形固定資産の償却費を含む値です。

\*Depreciation expenses include depreciation of intangible assets.

|             |                                      |      |      |      |      |      |      |   |   |   |   |   |   |    |      |   |   |    |   |   |   |    |      |   |   |    |
|-------------|--------------------------------------|------|------|------|------|------|------|---|---|---|---|---|---|----|------|---|---|----|---|---|---|----|------|---|---|----|
| 設備投資        | Capital investment                   | 11   | 21   | 17   | 14   | 13   | 42   | - | - | 6 | - | - | - | 15 | 20   | - | - | 22 | - | - | - | 35 | 57   | - | - | 70 |
| 研究開発費       | Research and development expenses    | 21   | 24   | 23   | 21   | 26   | 26   | - | - | - | - | - | - | -  | 41   | - | - | -  | - | - | - | -  | 30   | - | - | -  |
| (売上高研究開発費率) | (Ratio of R&D expenses to net sales) | 2.8% | 2.9% | 2.7% | 2.5% | 2.6% | 2.7% | - | - | - | - | - | - | -  | 3.7% | - | - | -  | - | - | - | -  | 2.6% | - | - | -  |

|         |                     |       |       |       |       |       |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |       |   |   |   |
|---------|---------------------|-------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|
| 従業員数（人） | Number of employees | 1,544 | 1,528 | 2,046 | 1,973 | 2,354 | 2,319 | - | - | - | - | - | - | - | 2,094 | - | - | - | - | - | - | - | 1,935 | - | - | - |
|---------|---------------------|-------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|

| 前年比  | Year-on-year comparison | FY17/FY16 | FY18/FY17 | FY19/FY18 | FY20/FY19 | FY21/FY20 | FY22/FY21 | FY23/FY22 |        |        |        |        |        |          |        | FY24/FY23 |        |        |        |        |        |          |        | FY25/FY24 |        |    |          |      |  |
|------|-------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------|--------|--------|--------|--------|----------|--------|-----------|--------|--------|--------|--------|--------|----------|--------|-----------|--------|----|----------|------|--|
|      |                         | 実績        | Actual    | 実績        | Actual    | 実績        | Actual    | 実績        | Actual | 実績     | Actual | 実績     |        |          |        |           |        | Actual | 実績     |        |        |          |        |           | Actual | 予想 | Forecast |      |  |
|      |                         |           |           |           |           |           |           |           |        |        |        |        |        |          |        |           |        |        |        |        |        |          |        |           |        |    |          |      |  |
|      |                         | Full      | Full      | Full      | Full      | Full      | Full      | Full      | Full   | 1Q     | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H     | Full   | 1Q     | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H     | Full   | 1Q | 1st H    | Full |  |
| 売上高  | Net sales               | 102.0%    | 107.8%    | 105.6%    | 99.4%     | 118.4%    | 98.1%     | 105.2%    | 96.1%  | 100.0% | 129.6% | 111.9% | 113.3% | 120.7%   | 112.4% | 109.1%    | 123.4% | 116.9% | 90.4%  | 104.6% | 100.2% | 95.4%    | 103.2% | 124.9%    | -      |    | 114.9%   |      |  |
| 営業利益 | Operating profit        | 84.6%     | 106.3%    | 117.0%    | 75.2%     | 83.8%     | 148.0%    | -28.4%    | 107.1% | 228.4% | 189.4% | 196.5% | 127.8% | 148.6%   | 154.2% | 622.4%    | 244.6% | 286.5% | 122.6% | 157.4% | 114.4% | 118.0%   | 135.4% | 221.6%    | -      |    | 106.4%   |      |  |

※1 自動車電池事業（海外）には従来より取り扱う海外産業用電池の取引高の一部を含んでいましたが、2018年度より、産業電池電源事業に変更しています。2017年度の売上高および営業利益は、変更後の報告セグメントにより記載しています。

\*1 The "automotive batteries (overseas)" segment previously included a portion of transaction amounts for industrial batteries handled overseas, but as of fiscal 2018, the category was changed

to "industrial batteries and power supplies." Net sales and operating income for fiscal 2017 are indicated for the reporting segments after the change

※2 2019年度に自動車電池事業（海外）の一部連結子会社を産業電池電源事業へ変更しました。それに伴い、2018年度の数値を変更後のセグメント区分に組み替えて記載しています。

\*2 In fiscal 2019, some consolidated subsidiaries in the "automotive batteries (overseas)" segment were shifted to the "industrial batteries and power supplies" segment. Accordingly, the figures for fiscal 2018 have been reclassified to reflect the revised segment categories.

※3 2023年度より、従来「産業電池電源」に含まれていた一部の連結子会社について、「特殊電池およびその他」に変更しております。2022年度は、変更後のセグメントにより記載しております。

\*3 Some consolidated subsidiaries in the "Industrial Batteries and Power Supplies" segment were transferred to the "Specialized Batteries and Others" segment in fiscal 2023. In conjunction with this change, figures for fiscal 2022 were restated according to the modified segments.

(億円、100 million yen)

| 車載用リチウムイオン電池事業 / Automotive Lithium-ion Batteries |                          | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      |      |       |      |          |      |       |      | FY24      |      |       |      |          |       |       |      | FY25      |             |              |
|---------------------------------------------------|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------|-------|------|----------|------|-------|------|-----------|------|-------|------|----------|-------|-------|------|-----------|-------------|--------------|
|                                                   |                          | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |      |       |      |          |      |       |      | 実績 Actual |      |       |      |          |       |       |      | 実績 Actual | 予想 Forecast | As of May 13 |
|                                                   |                          | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q   | 1st H | 3Q   | 3Q total | 4Q   | 2nd H | Full | 1Q        | 2Q   | 1st H | 3Q   | 3Q total | 4Q    | 2nd H | Full | 1Q        | 1st H       | Full         |
| 日本                                                | Japan                    | -         | -         | -         | -         | 458       | 599       | 180       | 192  | 371   | 206  | 578      | 188  | 395   | 766  | 137       | 182  | 319   | 221  | 540      | 197   | 419   | 738  | 175       | -           | -            |
| アジア                                               | Asia                     | -         | -         | -         | -         | -         | -         | -         | -    | -     | -    | -        | -    | -     | -    | -         | -    | -     | -    | -        | -     | -     | -    | -         | -           | -            |
| 欧州                                                | Europe                   | -         | -         | -         | -         | 19        | 55        | 15        | 20   | 34    | 17   | 52       | 30   | 47    | 82   | 24        | 20   | 44    | 20   | 64       | 26    | 46    | 90   | 19        | -           | -            |
| 北米                                                | North America            | -         | -         | -         | -         | -         | -         | -         | -    | -     | -    | -        | -    | -     | -    | -         | -    | -     | -    | -        | -     | -     | -    | -         | -           | -            |
| その他                                               | Other                    | -         | -         | -         | -         | -         | -         | -         | -    | -     | -    | -        | -    | -     | -    | -         | -    | -     | -    | -        | -     | -     | -    | -         | -           | -            |
| 売上高                                               | Net sales                | 448       | 456       | 423       | 360       | 476       | 654       | 195       | 211  | 406   | 224  | 629      | 218  | 442   | 848  | 161       | 203  | 363   | 241  | 604      | 224   | 465   | 828  | 194       | -           | 1,000        |
| 営業利益                                              | Operating profit         | 13        | 3         | -17       | -9        | 17        | 20        | 4         | 3    | 7     | 17   | 24       | 2    | 19    | 26   | -20       | 3    | -18   | 6    | -12      | 25    | 31    | 14   | -0        | -           | 20           |
| (営業利益率)                                           | (Operating profit ratio) | 2.9%      | 0.7%      | -4.0%     | -2.4%     | 3.5%      | 3.0%      | 2.2%      | 1.4% | 1.8%  | 7.6% | 3.9%     | 1.0% | 4.3%  | 3.1% | -12.6%    | 1.3% | -4.8% | 2.5% | -1.9%    | 11.4% | 6.8%  | 1.7% | -0.2%     | -           | 2.0%         |
| EBITDA                                            | EBITDA                   | 65        | 47        | 16        | 27        | 49        | 61        | -         | -    | -     | -    | -        | -    | -     | 75   | -         | -    | -     | -    | -        | -     | -     | 75   | -         | -           | -            |
| (EBITDAマージン)                                      | (EBITDA margin)          | 14.6%     | 10.3%     | 3.7%      | 7.4%      | 10.4%     | 9.3%      | -         | -    | -     | -    | -        | -    | -     | 8.9% | -         | -    | -     | -    | -        | -     | -     | 9.1% | -         | -           | -            |

※EBITDAは営業利益+減価償却費です。

\*EBITDA is operating income + depreciation.

|                    |                                                                 |      |      |       |       |      |      |   |   |   |   |   |   |   |      |   |   |   |   |   |   |   |       |   |   |   |
|--------------------|-----------------------------------------------------------------|------|------|-------|-------|------|------|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|-------|---|---|---|
| セグメント資産            | Segment assets                                                  | 454  | 479  | 493   | 526   | 629  | 703  | - | - | - | - | - | - | - | 918  | - | - | - | - | - | - | - | 1,034 | - | - | - |
| (セグメント資産利益率)       | (ROA)                                                           | 2.9% | 0.6% | -3.5% | -1.6% | 2.6% | 2.8% | - | - | - | - | - | - | - | 2.9% | - | - | - | - | - | - | - | 1.3%  | - | - | - |
| 減価償却費              | Depreciation                                                    | 52   | 44   | 33    | 35    | 33   | 41   | - | - | - | - | - | - | - | 49   | - | - | - | - | - | - | - | 61    | - | - | - |
| 減損損失               | Impairment loss                                                 | -    | -    | -     | 28    | -    | 29   | - | - | - | - | - | - | - | -    | - | - | - | - | - | - | - | 49    | - | - | - |
| 持分法適用会社への投資額       | Investment in equity-method affiliates                          | 5    | -    | -     | -     | -    | -    | - | - | - | - | - | - | - | 13   | - | - | - | - | - | - | - | 9     | - | - | - |
| 有形固定資産及び無形固定資産の増加額 | Increase in property, plant and equipment and intangible assets | 14   | 50   | 47    | 42    | 116  | 72   | - | - | - | - | - | - | - | 150  | - | - | - | - | - | - | - | 130   | - | - | - |

※減価償却費は無形固定資産の償却費を含む値です。

\*Depreciation expenses include depreciation of intangible assets.

|             |                                      |       |       |       |       |       |       |   |   |   |    |   |   |   |     |      |   |   |    |   |   |   |    |       |   |   |     |
|-------------|--------------------------------------|-------|-------|-------|-------|-------|-------|---|---|---|----|---|---|---|-----|------|---|---|----|---|---|---|----|-------|---|---|-----|
| 設備投資        | Capital investment                   | 13    | 52    | 50    | 56    | 110   | 72    | - | - | - | 50 | - | - | - | 100 | 150  | - | - | 59 | - | - | - | 71 | 130   | - | - | 150 |
| 研究開発費       | Research and development expenses    | 61    | 50    | 44    | 69    | 77    | 77    | - | - | - | -  | - | - | - | -   | 76   | - | - | -  | - | - | - | -  | 132   | - | - | -   |
| うちHGYB      | / HGYB                               | -     | -     | -     | -     | -     | -     | - | - | - | -  | - | - | - | -   | 20   | - | - | -  | - | - | - | -  | 72    | - | - | -   |
| (売上高研究開発費率) | (Ratio of R&D expenses to net sales) | 13.6% | 11.0% | 10.3% | 19.2% | 16.2% | 11.8% | - | - | - | -  | - | - | - | -   | 9.0% | - | - | -  | - | - | - | -  | 15.9% | - | - | -   |

|          |                     |     |     |     |     |     |     |   |   |   |   |   |   |   |     |   |   |   |   |   |   |   |     |   |   |   |
|----------|---------------------|-----|-----|-----|-----|-----|-----|---|---|---|---|---|---|---|-----|---|---|---|---|---|---|---|-----|---|---|---|
| 従業員数 (人) | Number of employees | 504 | 363 | 397 | 405 | 370 | 403 | - | - | - | - | - | - | - | 482 | - | - | - | - | - | - | - | 513 | - | - | - |
|----------|---------------------|-----|-----|-----|-----|-----|-----|---|---|---|---|---|---|---|-----|---|---|---|---|---|---|---|-----|---|---|---|

| 前年比  | Year-on-year comparison | FY17/FY16 | FY18/FY17 | FY19/FY18 | FY20/FY19 | FY21/FY20 | FY22/FY21 | FY23/FY22 |         |        |        |          |        |        |        | FY24/FY23 |       |         |        |          |         |        |       | FY25/FY24 |             |              |
|------|-------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|--------|--------|----------|--------|--------|--------|-----------|-------|---------|--------|----------|---------|--------|-------|-----------|-------------|--------------|
|      |                         | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |         |        |        |          |        |        |        | 実績 Actual |       |         |        |          |         |        |       | 実績 Actual | 予想 Forecast | As of May 13 |
|      |                         | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q      | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q        | 2Q    | 1st H   | 3Q     | 3Q total | 4Q      | 2nd H  | Full  | 1Q        | 1st H       | Full         |
| 売上高  | Net sales               | 113.9%    | 101.8%    | 92.7%     | 85.1%     | 132.5%    | 137.2%    | 157.5%    | 141.1%  | 148.5% | 124.9% | 139.1%   | 108.6% | 116.2% | 129.7% | 82.6%     | 95.8% | 89.5%   | 107.8% | 96.0%    | 102.4%  | 105.1% | 97.6% | 120.6%    | -           | 120.8%       |
| 営業利益 | Operating profit        | 2933.3%   | 22.7%     | -569.3%   | 49.9%     | -194.1%   | 120.1%    | 114.1%    | -147.5% | 406.1% | 214.1% | 249.6%   | 20.8%  | 106.0% | 133.4% | -464.8%   | 91.6% | -239.2% | 35.2%  | -47.5%   | 1210.0% | 164.1% | 52.2% | 1.7%      | -           | 144.6%       |

| 個社別売上高・営業利益  | Sales and operating income by individual company | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      |    |       |    |          |    |       |      | FY24      |    |       |    |          |    |       |      | FY25      |             |              |
|--------------|--------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----|-------|----|----------|----|-------|------|-----------|----|-------|----|----------|----|-------|------|-----------|-------------|--------------|
|              |                                                  | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |    |       |    |          |    |       |      | 実績 Actual |    |       |    |          |    |       |      | 実績 Actual | 予想 Forecast | As of May 13 |
|              |                                                  | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q | 1st H | 3Q | 3Q total | 4Q | 2nd H | Full | 1Q        | 2Q | 1st H | 3Q | 3Q total | 4Q | 2nd H | Full | 1Q        | 1st H       | Full         |
| BEC 売上高      | Net sales                                        | 171       | 138       | 142       | 219       | 314       | 435       | -         | -  | -     | -  | -        | -  | -     | 587  | -         | -  | -     | -  | -        | -  | -     | 557  | -         | -           | -            |
| 営業利益         | Operating profit                                 | 20        | 18        | 4         | 23        | 33        | 36        | -         | -  | -     | -  | -        | -  | -     | 10   | -         | -  | -     | -  | -        | -  | -     | 12   | -         | -           | -            |
| (営業利益率)      | (Operating profit ratio)                         | 11.8%     | 12.8%     | 2.8%      | 10.6%     | 10.7%     | 8.4%      | -         | -  | -     | -  | -        | -  | -     | 1.8% | -         | -  | -     | -  | -        | -  | -     | 2.1% | -         | -           | -            |
| GS YUASA 売上高 | Net sales                                        | 283       | 327       | 287       | 219       | 253       | 211       | -         | -  | -     | -  | -        | -  | -     | -    | -         | -  | -     | -  | -        | -  | -     | -    | -         | -           | -            |
| (LEJ) 営業利益   | Operating profit                                 | 3         | 2         | 2         | 4         | 13        | 16        | -         | -  | -     | -  | -        | -  | -     | -    | -         | -  | -     | -  | -        | -  | -     | -    | -         | -           | -            |
| (営業利益率)      | (Operating profit ratio)                         | 0.9%      | 0.5%      | 0.6%      | 1.6%      | 5.1%      | 7.4%      | -         | -  | -     | -  | -        | -  | -     | -    | -         | -  | -     | -  | -        | -  | -     | -    | -         | -           | -            |

※BECは株式会社ブルーエナジー、LEJは株式会社 リチウムエナジー ジャパンの略です。

\*BEC : Blue Energy Co., Ltd. / LEJ : Lithium Energy Japan Ltd

(億円、100 million yen)

| 特殊電池およびその他事業 / Specialized Batteries and Others |                          | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      |      |       |       |          |       |       |       | FY24      |      |       |       |          |      |       |      | FY25      |             |       |  |
|-------------------------------------------------|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------|-------|-------|----------|-------|-------|-------|-----------|------|-------|-------|----------|------|-------|------|-----------|-------------|-------|--|
|                                                 |                          | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |      |       |       |          |       |       |       | 実績 Actual |      |       |       |          |      |       |      | 実績 Actual | 予想 Forecast |       |  |
|                                                 |                          | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q   | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q        | 2Q   | 1st H | 3Q    | 3Q total | 4Q   | 2nd H | Full | 1Q        | 1st H       | Full  |  |
|                                                 |                          |           |           |           |           |           |           |           |      |       |       |          |       |       |       |           |      |       |       |          |      |       |      |           |             |       |  |
| 日本                                              | Japan                    | -         | -         | -         | -         | 153       | 177       | 44        | 44   | 88    | 44    | 132      | 55    | 99    | 187   | 54        | 45   | 99    | 52    | 151      | 50   | 103   | 201  | 49        | -           | -     |  |
| アジア                                             | Asia                     | -         | -         | -         | -         | 3         | 1         | 0         | 0    | 1     | 1     | 2        | 1     | 1     | 2     | 0         | 1    | 1     | 0     | 1        | 1    | 1     | 2    | 1         | -           | -     |  |
| 欧州                                              | Europe                   | -         | -         | -         | -         | 9         | 14        | 7         | 5    | 11    | 5     | 16       | 6     | 11    | 22    | 4         | 3    | 8     | 6     | 13       | 5    | 11    | 18   | 4         | -           | -     |  |
| 北米                                              | North America            | -         | -         | -         | -         | 3         | 5         | 1         | 1    | 2     | 1     | 3        | 1     | 2     | 4     | 1         | 1    | 2     | 0     | 2        | 0    | 1     | 2    | 1         | -           | -     |  |
| その他                                             | Other                    | -         | -         | -         | -         | 0         | -         | -         | -    | -     | -     | -        | -     | -     | -     | -         | -    | -     | -     | -        | -    | -     | -    | -         | -           | -     |  |
| 売上高                                             | Net sales                | 171       | 189       | 185       | 176       | 168       | 196       | 52        | 50   | 102   | 51    | 154      | 62    | 113   | 215   | 60        | 50   | 109   | 58    | 168      | 57   | 115   | 224  | 55        | -           | 200   |  |
| 営業利益                                            | Operating profit         | 3         | -8        | 3         | 1         | 6         | 16        | 6         | 5    | 11    | 13    | 24       | 8     | 22    | 32    | 10        | 2    | 12    | 9     | 20       | 1    | 10    | 21   | 3         | -           | 20    |  |
| (営業利益率)                                         | (Operating profit ratio) | 1.7%      | -4.0%     | 1.7%      | 0.8%      | 3.4%      | 8.4%      | 10.9%     | 9.7% | 10.3% | 25.5% | 15.4%    | 13.7% | 19.0% | 14.9% | 16.9%     | 3.3% | 10.7% | 15.0% | 12.2%    | 1.6% | 8.4%  | 9.5% | 5.3%      | -           | 10.0% |  |

※特殊電池およびその他セグメントに含まれる「その他の収益」は便宜上「日本」に含んでいます。

\* "Other revenues" in the Specialized Batteries and Others segment are included in "Japan" for convenience.

|              |                 |       |       |       |       |       |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |       |   |   |   |  |
|--------------|-----------------|-------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|--|
| EBITDA       | EBITDA          | 59    | 53    | 55    | 53    | 61    | 74    | - | - | - | - | - | - | - | 89    | - | - | - | - | - | - | - | 75    | - | - | - |  |
| (EBITDAマージン) | (EBITDA margin) | 34.4% | 27.9% | 29.6% | 30.4% | 36.4% | 37.9% | - | - | - | - | - | - | - | 41.4% | - | - | - | - | - | - | - | 33.3% | - | - | - |  |

※EBITDAは営業利益+減価償却費です。

\*EBITDA is operating income + depreciation.

|                    |                                                                 |      |       |      |      |      |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |       |   |   |   |  |
|--------------------|-----------------------------------------------------------------|------|-------|------|------|------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|--|
| セグメント資産            | Segment assets                                                  | 923  | 756   | 726  | 950  | 973  | 1,184 | - | - | - | - | - | - | - | 1,960 | - | - | - | - | - | - | - | 1,990 | - | - | - |  |
| (セグメント資産利益率)       | (ROA)                                                           | 0.3% | -1.0% | 0.4% | 0.1% | 0.6% | 1.4%  | - | - | - | - | - | - | - | 1.6%  | - | - | - | - | - | - | - | 1.1%  | - | - | - |  |
| 減価償却費              | Depreciation                                                    | 56   | 60    | 52   | 52   | 55   | 58    | - | - | - | - | - | - | - | 57    | - | - | - | - | - | - | - | 53    | - | - | - |  |
| 減損損失               | Impairment loss                                                 | -    | -     | -    | -    | 7    | -     | - | - | - | - | - | - | - | -     | - | - | - | - | - | - | - | -     | - | - | - |  |
| 持分法適用会社への投資額       | Investment in equity-method affiliates                          | -    | -     | 24   | 31   | 36   | 2     | - | - | - | - | - | - | - | 14    | - | - | - | - | - | - | - | 11    | - | - | - |  |
| 有形固定資産及び無形固定資産の増加額 | Increase in property, plant and equipment and intangible assets | 46   | 24    | 55   | 65   | 79   | 77    | - | - | - | - | - | - | - | 218   | - | - | - | - | - | - | - | 281   | - | - | - |  |

※減価償却費は無形固定資産の償却費を含む値です。

\*Depreciation expenses include depreciation of intangible assets.

|             |                                      |      |      |      |      |      |      |   |   |    |   |   |   |     |      |   |   |     |   |   |   |     |      |   |   |     |
|-------------|--------------------------------------|------|------|------|------|------|------|---|---|----|---|---|---|-----|------|---|---|-----|---|---|---|-----|------|---|---|-----|
| 設備投資        | Capital investment                   | 42   | 39   | 38   | 85   | 72   | 77   | - | - | 49 | - | - | - | 169 | 218  | - | - | 159 | - | - | - | 122 | 281  | - | - | 300 |
| 研究開発費       | Research and development expenses    | 4    | 3    | 4    | 3    | 3    | 4    | - | - | -  | - | - | - | -   | 3    | - | - | -   | - | - | - | -   | 4    | - | - | -   |
| (売上高研究開発費率) | (Ratio of R&D expenses to net sales) | 2.4% | 1.8% | 2.1% | 1.6% | 1.7% | 2.2% | - | - | -  | - | - | - | -   | 1.5% | - | - | -   | - | - | - | -   | 1.6% | - | - | -   |

|          |                     |       |       |       |       |       |       |   |   |   |   |   |   |   |       |   |   |   |   |   |   |   |       |   |   |   |  |
|----------|---------------------|-------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|--|
| 従業員数 (人) | Number of employees | 1,059 | 1,358 | 1,387 | 1,453 | 1,464 | 1,467 | - | - | - | - | - | - | - | 1,416 | - | - | - | - | - | - | - | 1,342 | - | - | - |  |
|----------|---------------------|-------|-------|-------|-------|-------|-------|---|---|---|---|---|---|---|-------|---|---|---|---|---|---|---|-------|---|---|---|--|

| 前年比  | Year-on-year comparison | FY17/FY16 | FY18/FY17 | FY19/FY18 | FY20/FY19 | FY21/FY20 | FY22/FY21 | FY23/FY22 |        |        |        |          |        |        |        | FY24/FY23 |       |        |        |          |       |        |        | FY25/FY24 |             |       |  |
|------|-------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------|--------|--------|----------|--------|--------|--------|-----------|-------|--------|--------|----------|-------|--------|--------|-----------|-------------|-------|--|
|      |                         | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |        |        |        |          |        |        |        | 実績 Actual |       |        |        |          |       |        |        | 実績 Actual | 予想 Forecast |       |  |
|      |                         | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q        | 2Q    | 1st H  | 3Q     | 3Q total | 4Q    | 2nd H  | Full   | 1Q        | 1st H       | Full  |  |
|      |                         |           |           |           |           |           |           |           |        |        |        |          |        |        |        |           |       |        |        |          |       |        |        |           |             |       |  |
| 売上高  | Net sales               | 183.6%    | 110.7%    | 97.8%     | 94.9%     | 95.5%     | 116.9%    | 119.0%    | 110.9% | 114.9% | 108.1% | 112.5%   | 103.1% | 105.3% | 109.7% | 114.4%    | 99.3% | 107.0% | 113.5% | 109.2%   | 91.5% | 101.5% | 104.1% | 91.5%     | -           | 89.2% |  |
| 営業利益 | Operating profit        | -41.1%    | -262.7%   | -42.7%    | 42.2%     | 425.7%    | 284.3%    | 8085.7%   | 376.0% | 772.8% | 140.2% | 220.4%   | 147.0% | 142.8% | 194.8% | 177.6%    | 33.8% | 111.2% | 66.8%  | 86.6%    | 10.7% | 44.9%  | 66.6%  | 29.0%     | -           | 93.6% |  |

※2023年度より、従来「産業電池電源」に含まれていた一部の連結子会社について、「特殊電池およびその他」に変更しております。2022年度は、変更後のセグメントにより記載しております。

\*Some consolidated subsidiaries in the "Industrial Batteries and Power Supplies" segment were transferred to the "Specialized Batteries and Others" segment in fiscal 2023. In conjunction with this change, figures for fiscal 2022 were restated according to the modified segments.

| 営業利益増減要因（前年比較）／<br>Factors for Operating Income Change<br>(year-on-year comparison) |                                                  | FY17/FY16 | FY18/FY17 | FY19/FY18 | FY20/FY19 | FY21/FY20 | FY22/FY21 | FY23/FY22 |        |           |       |     |          |     |       |      |     | FY24/FY23 |       |           |          |     |       |      |    |       |      | FY25/FY24 |       |           |             |          |  |  |  |  |  |  |              |  |  |
|-------------------------------------------------------------------------------------|--------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------|-----------|-------|-----|----------|-----|-------|------|-----|-----------|-------|-----------|----------|-----|-------|------|----|-------|------|-----------|-------|-----------|-------------|----------|--|--|--|--|--|--|--------------|--|--|
|                                                                                     |                                                  | 実績        | Actual    | 実績        | Actual    | 実績        | Actual    | 実績        | Actual | 実績 Actual |       |     |          |     |       |      |     |           |       | 実績 Actual |          |     |       |      |    |       |      |           |       | 実績 Actual | 予想 Forecast | Forecast |  |  |  |  |  |  |              |  |  |
|                                                                                     |                                                  |           |           |           |           |           |           |           |        |           |       |     |          |     |       |      |     |           |       |           |          |     |       |      |    |       |      |           |       |           |             |          |  |  |  |  |  |  | As of May 13 |  |  |
|                                                                                     |                                                  | Full      | Full      | Full      | Full      | Full      | Full      | Full      | 1Q     | 2Q        | 1st H | 3Q  | 3Q total | 4Q  | 2nd H | Full | 1Q  | 2Q        | 1st H | 3Q        | 3Q total | 4Q  | 2nd H | Full | 1Q | 1st H | Full | 1Q        | 1st H | Full      |             |          |  |  |  |  |  |  |              |  |  |
| のれん等償却前営業利益                                                                         | Operating profit before amortization of goodwill | 241       | 251       | 239       | 271       | 239       | 321       | 49        | 80     | 129       | 169   | 298 | 124      | 293 | 422   | 64   | 97  | 161       | 163   | 323       | 184      | 347 | 507   | 85   | -  | 520   | -    | -         | 520   |           |             |          |  |  |  |  |  |  |              |  |  |
| 営業利益（前年差）                                                                           | Operating profit (year-on-year comparison)       | -1        | 10        | -11       | 31        | -32       | 82        | 11        | 31     | 42        | 59    | 100 | 1        | 60  | 102   | 14   | 17  | 31        | -6    | 25        | 60       | 54  | 85    | 21   | -  | 13    | -    | -         | 13    |           |             |          |  |  |  |  |  |  |              |  |  |
| 数量・構成変化                                                                             | Quantity, composition change                     | 16        | -35       | 18        | 11        | 77        | -4        | -12       | -3     | -15       | 44    | 29  | 29       | 73  | 58    | 12   | 24  | 36        | -5    | 31        | 49       | 44  | 80    | 38   | -  | 124   | -    | -         | 124   |           |             |          |  |  |  |  |  |  |              |  |  |
| 原材料価格・売価                                                                            | Raw material price, sales price                  | -46       | 100       | 12        | 31        | -85       | 86        | 48        | 48     | 96        | 29    | 125 | 51       | 80  | 176   | 23   | 21  | 43        | -     | -         | -        | -   | -     | -    | -  | -     | -    | -         | -     |           |             |          |  |  |  |  |  |  |              |  |  |
| 売価                                                                                  | Sales price                                      | -         | -         | -         | -         | -         | -         | -         | -      | -         | -     | -   | -        | -   | -     | -    | -   | -         | -25   | 64        | 12       | -13 | 76    | 15   | -  | 113   | -    | -         | 113   |           |             |          |  |  |  |  |  |  |              |  |  |
| 原材料価格                                                                               | Raw material price                               | -         | -         | -         | -         | -         | -         | -         | -      | -         | -     | -   | -        | -   | -     | -    | -   | -         | 45    | -1        | -1       | 44  | -2    | -1   | -  | -34   | -    | -         | -34   |           |             |          |  |  |  |  |  |  |              |  |  |
| 経費等                                                                                 | Expenses, etc.                                   | 2         | -24       | -29       | -10       | -40       | -28       | -27       | -14    | -41       | -10   | -51 | -82      | -92 | -133  | -24  | -17 | -42       | -7    | -49       | -17      | -24 | -65   | -20  | -  | -174  | -    | -         | -174  |           |             |          |  |  |  |  |  |  |              |  |  |
| 為替                                                                                  | Exchange rate                                    | -         | -         | -3        | 2         | 11        | 20        | -3        | -5     | -8        | -8    | -16 | 0        | -8  | -16   | 4    | -1  | 3         | 1     | 4         | 1        | 2   | 5     | -4   | -  | -15   | -    | -         | -15   |           |             |          |  |  |  |  |  |  |              |  |  |
| その他                                                                                 | Specialized balances and Others                  | 14        | -21       | 10        | -2        | 5         | 8         | 6         | 3      | 9         | 4     | 13  | 3        | 7   | 16    | 4    | -3  | 1         | -4    | -3        | -8       | -12 | -11   | -7   | -  | -1    | -    | -         | -1    |           |             |          |  |  |  |  |  |  |              |  |  |
| 超インフレ会計                                                                             | Hyperinflationary accounting                     | -         | -         | -         | -         | -         | -         | -         | -      | -         | -     | -   | -        | -   | -     | -    | -   | -         | -4    | -6        | -10      | -10 | -20   | 23   | 13 | 3     | -0   | -         | -     |           |             |          |  |  |  |  |  |  |              |  |  |
| リチウム                                                                                | Lithium                                          | 13        | -10       | -20       | -         | -         | -         | -         | -      | -         | -     | -   | -        | -   | -     | -    | -   | -         | -     | -         | -        | -   | -     | -    | -  | -     | -    | -         | -     |           |             |          |  |  |  |  |  |  |              |  |  |

| 自動車電池（国内）事業 /Automotive Batteries (Japan) |                                            | FY17/FY16 |    | FY18/FY17 |    | FY19/FY18 |     | FY20/FY19 |    | FY21/FY20 |    | FY22/FY21 |    | FY23/FY22                             |    |    |    |    |    |    |     |    |     | FY24/FY23                             |    |     |    |   |     |  |  |  |  | FY25/FY24    |  |             |  |
|-------------------------------------------|--------------------------------------------|-----------|----|-----------|----|-----------|-----|-----------|----|-----------|----|-----------|----|---------------------------------------|----|----|----|----|----|----|-----|----|-----|---------------------------------------|----|-----|----|---|-----|--|--|--|--|--------------|--|-------------|--|
|                                           |                                            | 実績        |    | Actual    |    | 実績        |     | Actual    |    | 実績        |    | Actual    |    | 実績 Actual                             |    |    |    |    |    |    |     |    |     | 実績 Actual                             |    |     |    |   |     |  |  |  |  | 実績 Actual    |  | 予想 Forecast |  |
|                                           |                                            | Full      |    | Full      |    | Full      |     | Full      |    | Full      |    | Full      |    | 1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full |    |    |    |    |    |    |     |    |     | 1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full |    |     |    |   |     |  |  |  |  | As of May 13 |  |             |  |
|                                           |                                            | Full      |    | Full      |    | Full      |     | Full      |    | Full      |    | Full      |    | 1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full |    |    |    |    |    |    |     |    |     | 1Q 2Q 1st H 3Q 3Q total 4Q 2nd H Full |    |     |    |   |     |  |  |  |  | 1st H Full   |  |             |  |
| 営業利益                                      | Operating profit                           | 61        | 78 | 70        | 87 | 59        | 65  | 10        | 11 | 22        | 30 | 52        | 29 | 59                                    | 81 | 16 | 17 | 34 | 37 | 70 | 36  | 73 | 107 | 17                                    | -  | 110 | -  | - | 110 |  |  |  |  |              |  |             |  |
| 営業利益（前年差）                                 | Operating profit (Year-on-year comparison) | 5         | 16 | -8        | 17 | -28       | 7   | 1         | 3  | 4         | 6  | 10        | 6  | 11                                    | 15 | 6  | 6  | 12 | 7  | 18 | 8   | 14 | 26  | 1                                     | -  | 3   | -  | - | 3   |  |  |  |  |              |  |             |  |
| 数量・構成変化                                   | Quantity, composition change               | 17        | 1  | -5        | 7  | 0         | -11 | -1        | -1 | -2        | 3  | 1         | 2  | 5                                     | 3  | 2  | 1  | 3  | 1  | 4  | 8   | 9  | 12  | 3                                     | -  | 1   | -  | - | 1   |  |  |  |  |              |  |             |  |
| 原材料価格・売価                                  | Raw material price, sales price            | -14       | 23 | 10        | 10 | -27       | 17  | 3         | 5  | 8         | 3  | 11        | 5  | 8                                     | 16 | 7  | 5  | 12 | -  | -  | -   | -  | -   | -                                     | -  | -   | -  | - | -   |  |  |  |  |              |  |             |  |
| 売価                                        | Sales price                                | -         | -  | -         | -  | -         | -   | -         | -  | -         | -  | -         | -  | -                                     | -  | -  | -  | -  | -  | 14 | 34  | 9  | 23  | 44                                    | 3  | -   | 24 | - | -   |  |  |  |  |              |  |             |  |
| 原材料価格                                     | Raw material price                         | -         | -  | -         | -  | -         | -   | -         | -  | -         | -  | -         | -  | -                                     | -  | -  | -  | -  | -  | -  | -   | -  | -   | -                                     | -  | -   | -  | - | -   |  |  |  |  |              |  |             |  |
| 経費等                                       | Overheading, expenses, etc.                | 1         | -7 | -13       | 0  | -1        | 1   | -1        | 0  | -2        | 0  | -2        | -2 | -2                                    | -4 | -3 | -1 | -4 | -1 | -7 | -15 | -3 | -10 | -18                                   | -2 | -   | -1 | - | -20 |  |  |  |  |              |  |             |  |

| 自動車電池（海外）事業 /Automotive Batteries (Overseas) |                                            | FY23/FY22 |        |           |        |           |        | FY24/FY23 |        |           |        |           |        |           |      |       |      | FY25/FY24 |     |           |     |           |             |                       |      |     |       |      |
|----------------------------------------------|--------------------------------------------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|------|-------|------|-----------|-----|-----------|-----|-----------|-------------|-----------------------|------|-----|-------|------|
|                                              |                                            | FY17/FY16 |        | FY18/FY17 |        | FY19/FY18 |        | FY20/FY19 |        | FY21/FY20 |        | FY22/FY21 |        | FY23/FY22 |      |       |      |           |     | FY24/FY23 |     | FY25/FY24 |             |                       |      |     |       |      |
|                                              |                                            | 実績        | Actual | 実績        | Actual | 実績        | Actual | 実績        | Actual | 実績        | Actual | 実績        | Actual | 実績 Actual |      |       |      | 実績 Actual |     |           |     | 実績 Actual | 予想 Forecast | Forecast As of May 13 |      |     |       |      |
|                                              |                                            | Full      | Full   | Full      | Full   | Full      | Full   | Full      | Full   | 1Q        | 2Q     | 1st H     | 3Q     | 3Q total  | 4Q   | 2nd H | Full | 1Q        | 2Q  | 1st H     | 3Q  | 3Q total  | 4Q          | 2nd H                 | Full | 1Q  | 1st H | Full |
| 営業利益（前年差）<br>数量・構成変化                         | Operating profit                           | 90        | 99     | 92        | 122    | 100       | 133    | 28        | 48     | 76        | 58     | 134       | 18     | 75        | 151  | 48    | 46   | 94        | 49  | 142       | 45  | 93        | 187         | 44                    | -    | 180 | -     | -    |
|                                              | Operating profit (year-on-year comparison) | -15       | 10     | -7        | 30     | -23       | 34     | -3        | 18     | 15        | 16     | 31        | -14    | 3         | 18   | 20    | -3   | 18        | -9  | 9         | 27  | 18        | 36          | -4                    | -    | -7  | -     | -7   |
|                                              | Quantity・構成変化                              | 0         | -30    | 12        | 27     | 21        | -31    | -27       | -13    | -40       | 10     | -30       | 16     | 26        | -14  | 25    | 18   | 43        | 7   | 50        | 17  | 23        | 66          | -2                    | -    | 14  | -     | -    |
|                                              | Raw material price, sales price            | -19       | 70     | 1         | 6      | -28       | 48     | 35        | 41     | 76        | 35     | 111       | 40     | 75        | 151  | 15    | 13   | 28        | -   | -         | -   | -         | -           | -                     | -    | -   | -     | -    |
|                                              | Sales price                                | -         | -      | -         | -      | -         | -      | -         | -      | -         | -      | -         | -      | -         | -    | -     | -    | -         | -   | -         | 12  | 85        | 9           | 21                    | 93   | 11  | -     | 72   |
| 原材料価格                                        | Raw material price                         | -         | -      | -         | -      | -         | -      | -         | -      | -         | -      | -         | -      | -         | -    | -     | -    | -         | -   | 7         | -37 | -0        | 7           | -37                   | -0   | -   | -16   | -    |
| 経費等                                          | Swamping, expenses, etc.                   | 5         | -15    | -17       | -5     | -26       | -3     | -8        | -5     | -13       | -21    | -34       | -70    | -91       | -104 | -19   | -27  | -46       | -26 | -72       | -22 | -48       | -94         | -8                    | -    | -62 | -     | -62  |
| 為替                                           | Exchange rate                              | 4         | -9     | -3        | 2      | 11        | 20     | -3        | -5     | -8        | -8     | -16       | 0      | -8        | -16  | 4     | -1   | 3         | 1   | 4         | 1   | 2         | 5           | -4                    | -    | -15 | -     | -15  |
| 超インフレ会計                                      | Hyperinflation accounting                  | -         | -      | -         | -      | -         | -      | -         | -      | -         | -      | -         | -      | -         | -    | -     | -4   | -6        | -10 | -10       | -20 | 23        | 13          | 3                     | -0   | -   | -     | -    |

| 産業電池電源事業 /Industrial Batteries and Power Supplies |                                            | FY17/FY16 |    | FY18/FY17 |     | FY19/FY18 |    | FY20/FY19 |    | FY21/FY20 |    | FY22/FY21 |    | FY23/FY22 |     |    |    |    |    |     |    |     |     | FY24/FY23 |   |     |   |   |     |  |  |  |  | FY25/FY24 |  |             |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |
|---------------------------------------------------|--------------------------------------------|-----------|----|-----------|-----|-----------|----|-----------|----|-----------|----|-----------|----|-----------|-----|----|----|----|----|-----|----|-----|-----|-----------|---|-----|---|---|-----|--|--|--|--|-----------|--|-------------|--|--|--|--|--|--|--|--|--|-------|--|--|--|--|--|--|--|--|--|------|--|
|                                                   |                                            | 実績        |    | Actual    |     | Actual    |    | Actual    |    | Actual    |    | Actual    |    | 実績 Actual |     |    |    |    |    |     |    |     |     | 実績 Actual |   |     |   |   |     |  |  |  |  | 実績 Actual |  | 予想 Forecast |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |
|                                                   |                                            | Full      |    | Full      |     | Full      |    | Full      |    | Full      |    | Full      |    | 1Q        |     |    |    |    |    |     |    |     |     | 2nd H     |   |     |   |   |     |  |  |  |  | Full      |  | 1Q          |  |  |  |  |  |  |  |  |  | 2nd H |  |  |  |  |  |  |  |  |  | Full |  |
|                                                   |                                            | Full      |    | Full      |     | Full      |    | Full      |    | Full      |    | Full      |    | 1Q        |     |    |    |    |    |     |    |     |     | 2nd H     |   |     |   |   |     |  |  |  |  | Full      |  | 1Q          |  |  |  |  |  |  |  |  |  | 2nd H |  |  |  |  |  |  |  |  |  | Full |  |
| 営業利益                                              | Operating profit                           | 74        | 78 | 92        | 69  | 58        | 85 | 2         | 12 | 14        | 51 | 64        | 67 | 118       | 132 | 9  | 30 | 39 | 62 | 101 | 77 | 139 | 179 | 21        | - | 190 | - | - | 190 |  |  |  |  |           |  |             |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |
| 営業利益 (前年差)                                        | Operating profit (year-on-year comparison) | -13       | 5  | 13        | -23 | -11       | 28 | 7         | 1  | 8         | 24 | 32        | 15 | 39        | 46  | 8  | 18 | 26 | 12 | 37  | 10 | 21  | 47  | 12        | - | 11  | - | - | 11  |  |  |  |  |           |  |             |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |
| 数量・構成変化                                           | Quantity, composition change               | -1        | -5 | 11        | -30 | -4        | 18 | 0         | -2 | -2        | 16 | 14        | 7  | 23        | 21  | -1 | 12 | 11 | 1  | 12  | 11 | 12  | 23  | 29        | - | 33  | - | - | 33  |  |  |  |  |           |  |             |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |
| 原材料価格・売価                                          | Raw material price, sales price            | -13       | 7  | 2         | 6   | -7        | 9  | 7         | 5  | 12        | 2  | 14        | 4  | 6         | 18  | 5  | 5  | 10 | -  | -   | -  | -   | -   | -         | - | -   | - | - | -   |  |  |  |  |           |  |             |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |
| 売価                                                | Sales price                                | -         | -  | -         | -   | -         | -  | -         | -  | -         | -  | -         | -  | -         | -   | -  | -  | -  | 13 | 35  | 6  | 20  | 41  | -6        | - | 21  | - | - | 21  |  |  |  |  |           |  |             |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |
| 原材料価格                                             | Raw material price                         | -         | -  | -         | -   | -         | -  | -         | -  | -         | -  | -         | -  | -         | -   | -  | -  | -  | -6 | -17 | -6 | -12 | -23 | -6        | - | -8  | - | - | -8  |  |  |  |  |           |  |             |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |
| 経費等                                               | Streamlining, expenses, etc.               | -4        | -3 | 1         | 1   | 0         | 3  | 0         | -2 | -2        | 6  | 4         | 3  | 9         | 7   | 3  | 1  | 4  | 3  | 8   | -2 | 1   | 6   | -6        | - | -34 | - | - | -34 |  |  |  |  |           |  |             |  |  |  |  |  |  |  |  |  |       |  |  |  |  |  |  |  |  |  |      |  |

| 産業用リチウムイオン電池事業 / Automotive Lithium-ion Batteries |                                            | FY21/FY22 |        |       |        |          |        | FY23/FY22 |        |     |        |       |        |           |        |       |        |     |        |           |        | FY24/FY23 |        |       |        |           |        |       |        |          |          |          |              |      |    | FY25/FY24 |      |    |       |      |    |       |      |
|---------------------------------------------------|--------------------------------------------|-----------|--------|-------|--------|----------|--------|-----------|--------|-----|--------|-------|--------|-----------|--------|-------|--------|-----|--------|-----------|--------|-----------|--------|-------|--------|-----------|--------|-------|--------|----------|----------|----------|--------------|------|----|-----------|------|----|-------|------|----|-------|------|
|                                                   |                                            |           |        |       |        |          |        |           |        |     |        |       |        |           |        |       |        |     |        |           |        |           |        |       |        |           |        |       |        |          |          |          |              |      |    |           |      |    |       |      |    |       |      |
|                                                   |                                            |           |        |       |        |          |        |           |        |     |        |       |        |           |        |       |        |     |        |           |        |           |        |       |        |           |        |       |        |          |          |          |              |      |    |           |      |    |       |      |    |       |      |
|                                                   |                                            | 実績        | Actual | 実績    | Actual | 実績       | Actual | 実績        | Actual | 実績  | Actual | 実績    | Actual | 実績        | Actual | 実績    | Actual | 実績  | Actual | 実績        | Actual | 実績        | Actual | 実績    | Actual | 実績        | Actual | 実績    | Actual | 予想       | Forecast | Forecast | As of May 13 |      |    |           |      |    |       |      |    |       |      |
|                                                   |                                            | Full      | Full   | Full  | Full   | Full     | Full   | 実績 Actual |        |     |        |       |        | 実績 Actual |        |       |        |     |        | 実績 Actual |        |           |        |       |        | 実績 Actual |        |       |        |          |          | 1Q       | 1st H        | Full | 1Q | 1st H     | Full | 1Q | 1st H | Full | 1Q | 1st H | Full |
|                                                   |                                            | 1Q        | 2Q     | 1st H | 3Q     | 3Q total | 4Q     | 2nd H     | Full   | 1Q  | 2Q     | 1st H | 3Q     | 3Q total  | 4Q     | 2nd H | Full   | 1Q  | 2Q     | 1st H     | 3Q     | 3Q total  | 4Q     | 2nd H | Full   | 1Q        | 2Q     | 1st H | 3Q     | 3Q total | 4Q       | 2nd H    | Full         |      |    |           |      |    |       |      |    |       |      |
| 営業利益                                              | Operating profit                           | 13        | 3      | -17   | -9     | 17       | 20     | 4         | 3      | 7   | 17     | 24    | 2      | 19        | 26     | -20   | 3      | -18 | 6      | -12       | 25     | 31        | 14     | -0    | -      | -         | -      | -     | -      | -        | -        | -        | -            |      |    |           |      |    |       |      |    |       |      |
| 営業利益 (前年差)                                        | Operating profit (year-on-year comparison) | 13        | -10    | -20   | 9      | 25       | 3      | 1         | 5      | 6   | 9      | 15    | -8     | 1         | 7      | -25   | -0     | -25 | -11    | -36       | 23     | 12        | -13    | 20    | -      | -         | -      | -     | -      | -        | -        | -        | 6            |      |    |           |      |    |       |      |    |       |      |
| 数量・構成変化                                           | Quantity, composition change               | -         | -      | -     | -      | -        | 20     | 16        | 13     | 29  | 15     | 44    | 4      | 19        | 48     | -14   | -6     | -21 | -14    | -34       | 13     | -1        | -21    | 8     | -      | -         | -      | -     | -      | -        | -        | -        | 76           |      |    |           |      |    |       |      |    |       |      |
| 原材料価格・売価                                          | Raw material price, sales price            | -         | -      | -     | -      | -        | 12     | 3         | -3     | 0   | -10    | -10   | 1      | -9        | -9     | -4    | -3     | -8  | -      | -         | -      | -         | -      | -     | -      | -         | -      | -     | -      | -        | -        | -        | -            |      |    |           |      |    |       |      |    |       |      |
| 売価                                                | Sales price                                | -         | -      | -     | -      | -        | -      | -         | -      | -   | -      | -     | -      | -         | -      | -     | -      | -   | -64    | -90       | -12    | -76       | -102   | 7     | -      | -         | -      | -     | -      | -        | -        | -        | -4           |      |    |           |      |    |       |      |    |       |      |
| 原材料価格                                             | Raw material price                         | -         | -      | -     | -      | -        | -      | -         | -      | -   | -      | -     | -      | -         | -      | -     | -      | -   | 50     | 68        | 8      | 59        | 76     | 8     | -      | -         | -      | -     | -      | -        | -        | -        | -8           |      |    |           |      |    |       |      |    |       |      |
| 経費等                                               | Downstreaming, expenses, etc.              | -         | -      | -     | -      | -        | -29    | -18       | -6     | -24 | 4      | -20   | -12    | -8        | -32    | -6    | 10     | 4   | 17     | 20        | 14     | 31        | 34     | -3    | -      | -         | -      | -     | -      | -        | -        | -        | -58          |      |    |           |      |    |       |      |    |       |      |

(億円, 100 million yen)

| 連結貸借対照表／Consolidated Balance Sheets |                                                            | FY17  | FY18   | FY19  | FY20   | FY21  | FY22   | FY23  |        |       |        |       |    |          |       | FY24  |      |       |    |       |    |          |       | FY25  |        |    |          |      |              |       |  |  |
|-------------------------------------|------------------------------------------------------------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|----|----------|-------|-------|------|-------|----|-------|----|----------|-------|-------|--------|----|----------|------|--------------|-------|--|--|
|                                     |                                                            | 実績    | Actual | 実績    | Actual | 実績    | Actual | 実績    | Actual | 実績    | Actual | 実績    |    |          |       |       |      | 実績    |    |       |    |          |       | 実績    | Actual | 予想 | Forecast |      |              |       |  |  |
|                                     |                                                            |       |        |       |        |       |        |       |        |       |        |       |    |          |       |       |      |       |    |       |    |          |       |       |        |    |          |      |              |       |  |  |
|                                     |                                                            | Full  | Full   | Full  | Full   | Full  | Full   | Full  | Full   | 1Q    | 2Q     | 1st H | 3Q | 3Q total | 4Q    | 2nd H | Full | 1Q    | 2Q | 1st H | 3Q | 3Q total | 4Q    | 2nd H | Full   | 1Q | 1st H    | Full | As of May 13 | Full  |  |  |
| 資産                                  | Assets                                                     |       |        |       |        |       |        |       |        |       |        |       |    |          |       |       |      |       |    |       |    |          |       |       |        |    |          |      |              |       |  |  |
| 流動資産                                | Current assets                                             |       |        |       |        |       |        |       |        |       |        |       |    |          |       |       |      |       |    |       |    |          |       |       |        |    |          |      |              |       |  |  |
| 現金及び預金                              | Cash and deposits                                          | 189   | 236    | 252   | 363    | 259   | 363    | 376   | -      | 280   | -      | 642   | -  | -        | 639   | 674   | -    | 543   | -  | 408   | -  | -        | 608   | 435   | -      | -  |          |      |              |       |  |  |
| 受取手形、売掛金及び契約資産                      | Notes and accounts receivable - trade, and contract assets | 799   | 702    | 687   | 743    | 854   | 976    | 845   | -      | 907   | -      | 1,030 | -  | -        | 1,038 | 881   | -    | 928   | -  | 1,031 | -  | -        | 1,019 | 887   | -      | -  |          |      |              |       |  |  |
| 電子記録債権                              | Electronically recorded monetary claims - operating        | -     | 42     | 69    | 50     | 72    | 69     | 69    | -      | 67    | -      | 78    | -  | -        | 74    | 55    | -    | 55    | -  | 90    | -  | -        | 108   | 75    | -      | -  |          |      |              |       |  |  |
| 売上債権                                | Accounts receivable                                        | 799   | 744    | 756   | 793    | 926   | 1,044  | 914   | -      | 974   | -      | 1,108 | -  | -        | 1,112 | 936   | -    | 983   | -  | 1,121 | -  | -        | 1,128 | 962   | -      | -  |          |      |              |       |  |  |
| 有価証券                                | Securities                                                 | -     | -      | -     | -      | -     | -      | -     | -      | -     | -      | -     | -  | -        | -     | -     | -    | -     | -  | -     | -  | -        | -     | -     | -      | -  | -        | -    | -            | -     |  |  |
| 商品及び製品                              | Merchandise and finished goods                             | 378   | 371    | 359   | 372    | 550   | 601    | 668   | -      | 713   | -      | 620   | -  | -        | 602   | 699   | -    | 721   | -  | 719   | -  | -        | 677   | 778   | -      | -  |          |      |              |       |  |  |
| 仕掛品                                 | Work in process                                            | 166   | 169    | 147   | 150    | 192   | 218    | 249   | -      | 254   | -      | 264   | -  | -        | 227   | 256   | -    | 255   | -  | 260   | -  | -        | 249   | 250   | -      | -  |          |      |              |       |  |  |
| 原材料及び貯蔵品                            | Raw materials and supplies                                 | 153   | 139    | 137   | 157    | 188   | 281    | 280   | -      | 285   | -      | 290   | -  | -        | 321   | 344   | -    | 321   | -  | 332   | -  | -        | 322   | 327   | -      | -  |          |      |              |       |  |  |
| 棚卸資産                                | Inventory                                                  | 697   | 678    | 643   | 679    | 931   | 1,101  | 1,196 | -      | 1,251 | -      | 1,173 | -  | -        | 1,150 | 1,299 | -    | 1,298 | -  | 1,310 | -  | -        | 1,247 | 1,354 | -      | -  |          |      |              |       |  |  |
| その他流動資産                             | Other current assets                                       | 140   | 102    | 106   | 109    | 148   | 153    | 173   | -      | 146   | -      | 241   | -  | -        | 268   | 289   | -    | 185   | -  | 162   | -  | -        | 219   | 159   | -      | -  |          |      |              |       |  |  |
| 流動資産合計                              | Total current assets                                       | 1,826 | 1,760  | 1,757 | 1,943  | 2,263 | 2,661  | 2,658 | -      | 2,650 | -      | 3,163 | -  | -        | 3,169 | 3,198 | -    | 3,009 | -  | 3,001 | -  | -        | 3,202 | 2,910 | -      | -  |          |      |              | 3,110 |  |  |
| 固定資産                                | Non-current assets                                         |       |        |       |        |       |        |       |        |       |        |       |    |          |       |       |      |       |    |       |    |          |       |       |        |    |          |      |              |       |  |  |
| 有形固定資産                              | Property, plant and equipment                              |       |        |       |        |       |        |       |        |       |        |       |    |          |       |       |      |       |    |       |    |          |       |       |        |    |          |      |              |       |  |  |
| 建物及び構築物（純額）                         | Buildings and structures, net                              | 504   | 548    | 517   | 528    | 563   | 601    | 596   | -      | 595   | -      | 571   | -  | -        | 670   | 680   | -    | 668   | -  | 695   | -  | -        | 684   | 682   | -      | -  |          |      |              |       |  |  |
| 機械装置及び運搬具（純額）                       | Machinery, equipment and vehicles, net                     | 350   | 334    | 329   | 387    | 371   | 510    | 497   | -      | 508   | -      | 465   | -  | -        | 519   | 531   | -    | 515   | -  | 522   | -  | -        | 479   | 485   | -      | -  |          |      |              |       |  |  |
| 土地                                  | Land                                                       | 240   | 224    | 221   | 227    | 233   | 284    | 281   | -      | 292   | -      | 357   | -  | -        | 365   | 394   | -    | 383   | -  | 397   | -  | -        | 383   | 386   | -      | -  |          |      |              |       |  |  |
| 建設仮勘定                               | Construction in progress                                   | 79    | 85     | 114   | 97     | 153   | 110    | 167   | -      | 177   | -      | 208   | -  | -        | 185   | 197   | -    | 354   | -  | 453   | -  | -        | 495   | 578   | -      | -  |          |      |              |       |  |  |
| その他有形固定資産                           | Other property, plant and equipment                        | 54    | 52     | 97    | 106    | 110   | 145    | 150   | -      | 160   | -      | 136   | -  | -        | 148   | 151   | -    | 141   | -  | 146   | -  | -        | 155   | 163   | -      | -  |          |      |              |       |  |  |
| 有形固定資産合計                            | Total property, plant and equipment                        | 1,228 | 1,242  | 1,279 | 1,345  | 1,430 | 1,650  | 1,691 | -      | 1,731 | -      | 1,737 | -  | -        | 1,886 | 1,953 | -    | 2,061 | -  | 2,213 | -  | -        | 2,196 | 2,294 | -      | -  |          |      |              |       |  |  |
| 無形固定資産                              | Intangible assets                                          |       |        |       |        |       |        |       |        |       |        |       |    |          |       |       |      |       |    |       |    |          |       |       |        |    |          |      |              |       |  |  |
| のれん                                 | Goodwill                                                   | 43    | 33     | 20    | 7      | 0     | 12     | 10    | -      | 12    | -      | 10    | -  | -        | 10    | 11    | -    | 9     | -  | 9     | -  | -        | 8     | 7     | -      | -  |          |      |              |       |  |  |
| その他無形固定資産                           | Other intangible assets                                    | 79    | 70     | 44    | 38     | 29    | 40     | 37    | -      | 39    | -      | 37    | -  | -        | 40    | 41    | -    | 38    | -  | 40    | -  | -        | 40    | 37    | -      | -  |          |      |              |       |  |  |
| 無形固定資産合計                            | Total intangible assets                                    | 122   | 104    | 64    | 44     | 29    | 52     | 47    | -      | 51    | -      | 47    | -  | -        | 51    | 52    | -    | 48    | -  | 49    | -  | -        | 48    | 44    | -      | -  |          |      |              |       |  |  |
| 投資その他の資産                            | Investments and other assets                               |       |        |       |        |       |        |       |        |       |        |       |    |          |       |       |      |       |    |       |    |          |       |       |        |    |          |      |              |       |  |  |
| 投資有価証券                              | Investment securities                                      | 567   | 561    | 537   | 643    | 663   | 633    | 687   | -      | 733   | -      | 727   | -  | -        | 774   | 759   | -    | 766   | -  | 780   | -  | -        | 784   | 767   | -      | -  |          |      |              |       |  |  |
| その他の投資その他の資産                        | Other investments and other assets                         | 169   | 176    | 217   | 342    | 422   | 412    | 422   | -      | 427   | -      | 426   | -  | -        | 687   | 694   | -    | 687   | -  | 700   | -  | -        | 707   | 710   | -      | -  |          |      |              |       |  |  |
| 投資その他の資産合計                          | Total investments and other assets                         | 736   | 736    | 754   | 986    | 1,085 | 1,045  | 1,109 | -      | 1,161 | -      | 1,153 | -  | -        | 1,461 | 1,453 | -    | 1,453 | -  | 1,480 | -  | -        | 1,491 | 1,477 | -      | -  |          |      |              |       |  |  |
| 固定資産合計                              | Total non-current assets                                   | 2,087 | 2,082  | 2,096 | 2,375  | 2,544 | 2,748  | 2,848 | -      | 2,943 | -      | 2,937 | -  | -        | 3,397 | 3,457 | -    | 3,562 | -  | 3,742 | -  | -        | 3,735 | 3,815 | -      | -  |          |      |              | 4,060 |  |  |
| 繰延資産                                | Deferred assets                                            | 1     | 1      | 1     | 1      | 0     | 0      | 0     | -      | 0     | -      | 0     | -  | -        | 0     | 0     | -    | 0     | -  | 0     | -  | -        | 0     | 0     | -      | -  |          |      |              |       |  |  |
| 資産合計                                | Total assets                                               | 3,913 | 3,842  | 3,854 | 4,319  | 4,808 | 5,409  | 5,506 | -      | 5,593 | -      | 6,100 | -  | -        | 6,567 | 6,655 | -    | 6,572 | -  | 6,743 | -  | -        | 6,937 | 6,725 | -      | -  |          |      |              | 7,170 |  |  |

(億円、100 million yen)

| 連結貸借対照表／Consolidated Balance Sheets |  | FY17 | FY18   | FY19 | FY20   | FY21 | FY22   | FY23 |        |    |        |           |  |  |  | FY24 |  |  |  |           |  |  |  | FY25 |  |  |  |    |        |    |          |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |    |
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(億円、100 million yen)

| 連結貸借対照表／Consolidated Balance Sheets |                            | FY17     | FY18     | FY19     | FY20     | FY21     | FY22     | FY23  |        |          |        |       |          |    |          | FY24  |    |          |       |       |          |    |          | FY25  |    |       |      |    |        |      |          |  |              |
|-------------------------------------|----------------------------|----------|----------|----------|----------|----------|----------|-------|--------|----------|--------|-------|----------|----|----------|-------|----|----------|-------|-------|----------|----|----------|-------|----|-------|------|----|--------|------|----------|--|--------------|
|                                     |                            | 実績       | Actual   | 実績       | Actual   | 実績       | Actual   | 実績    | Actual | 実績       | Actual | 実績    |          |    |          |       |    |          |       | 実績    |          |    |          |       |    |       |      | 実績 | Actual | 予想   | Forecast |  |              |
|                                     |                            |          |          |          |          |          |          |       |        |          |        |       |          |    |          |       |    |          |       |       |          |    |          |       |    |       |      |    |        |      |          |  | As of May 13 |
|                                     |                            | Full     | Full     | Full     | Full     | Full     | Full     | Full  | 1Q     | 2Q       | 1st H  | 3Q    | 3Q total | 4Q | 2nd H    | Full  | 1Q | 2Q       | 1st H | 3Q    | 3Q total | 4Q | 2nd H    | Full  | 1Q | 1st H | Full | 1Q | 1st H  | Full |          |  |              |
| 総資産                                 | Total assets               | 3,913    | 3,842    | 3,854    | 4,319    | 4,808    | 5,409    | 5,506 | -      | 5,593    | -      | 6,100 | -        | -  | 6,567    | 6,655 | -  | 6,572    | -     | 6,743 | -        | -  | 6,937    | 6,725 | -  | 7,170 |      |    |        |      |          |  |              |
| 純資産                                 | Net assets                 | 2,056    | 2,077    | 2,053    | 2,346    | 2,499    | 2,709    | 2,772 | -      | 2,867    | -      | 3,331 | -        | -  | 3,739    | 3,797 | -  | 3,747    | -     | 3,881 | -        | -  | 3,910    | 3,898 | -  | 4,150 |      |    |        |      |          |  |              |
| 自己資本                                | Total equity               | 1,758    | 1,783    | 1,763    | 2,022    | 2,152    | 2,307    | 2,365 | -      | 2,439    | -      | 2,910 | -        | -  | 3,300    | 3,331 | -  | 3,313    | -     | 3,419 | -        | -  | 3,470    | 3,459 | -  | -     |      |    |        |      |          |  |              |
| (自己資本比率)                            | (Equity ratio)             | 44.9%    | 46.4%    | 45.8%    | 46.8%    | 44.8%    | 42.6%    | 42.9% | -      | 43.6%    | -      | 47.7% | -        | -  | 50.3%    | 50.0% | -  | 50.4%    | -     | 50.7% | -        | -  | 50.0%    | 51.4% | -  | 51.5% |      |    |        |      |          |  |              |
| 借入金総額                               | Total debt                 | 752      | 669      | 645      | 654      | 825      | 1,037    | 1,004 | -      | 974      | -      | 962   | -        | -  | 762      | 863   | -  | 1,055    | -     | 986   | -        | -  | 1,057    | 997   | -  | 900   |      |    |        |      |          |  |              |
| 1株あたり純資産 (円)                        | Net assets per share (yen) | 2,138.45 | 2,179.03 | 2,173.37 | 2,509.08 | 2,675.70 | 2,867.23 | -     | -      | 3,031.12 | -      | -     | -        | -  | 3,289.95 | -     | -  | 3,303.10 | -     | -     | -        | -  | 3,460.04 | -     | -  | -     |      |    |        |      |          |  |              |

(億円、100 million yen)

| 連結キャッシュ・フロー計算書／Consolidated Statements of Cash Flows |                                                      | FY17  | FY18   | FY19  | FY20   | FY21  | FY22   | FY23 |        |      |        |       |    |          |       | FY24  |      |      |    |       |    |          |      | FY25  |      |              |       |      |        |    |          |
|------------------------------------------------------|------------------------------------------------------|-------|--------|-------|--------|-------|--------|------|--------|------|--------|-------|----|----------|-------|-------|------|------|----|-------|----|----------|------|-------|------|--------------|-------|------|--------|----|----------|
|                                                      |                                                      | 実績    | Actual | 実績    | Actual | 実績    | Actual | 実績   | Actual | 実績   | Actual | 実績    |    |          |       |       |      |      |    | 実績    |    |          |      |       |      |              |       | 実績   | Actual | 予想 | Forecast |
|                                                      |                                                      |       |        |       |        |       |        |      |        |      |        |       |    |          |       |       |      |      |    |       |    |          |      |       |      | As of May 13 |       |      |        |    |          |
|                                                      |                                                      | Full  | Full   | Full  | Full   | Full  | Full   | Full | Full   | 1Q   | 2Q     | 1st H | 3Q | 3Q total | 4Q    | 2nd H | Full | 1Q   | 2Q | 1st H | 3Q | 3Q total | 4Q   | 2nd H | Full | 1Q           | 1st H | Full |        |    |          |
| 営業活動によるキャッシュ・フロー                                     | Cash flows from operating activities                 | 219   | 315    | 331   | 358    | 129   | 283    | -    | -      | 193  | -      | -     | -  | -        | 632   | -     | -    | 51   | -  | -     | -  | -        | 393  | -     | -    | -            | 650   |      |        |    |          |
| うち利息の支払額                                             | / Equity in earnings of affiliates                   | -9    | -6     | -8    | -8     | -9    | -33    | -    | -      | -20  | -      | -     | -  | -        | -36   | -     | -    | -20  | -  | -     | -  | -        | -48  | -     | -    | -            | -     |      |        |    |          |
| 投資活動によるキャッシュ・フロー                                     | Cash flows from investing activities                 | -208  | -176   | -207  | -193   | -302  | -266   | -    | -      | -175 | -      | -     | -  | -        | -462  | -     | -    | -367 | -  | -     | -  | -        | -588 | -     | -    | -            | -700  |      |        |    |          |
| 財務活動によるキャッシュ・フロー                                     | Cash flows from financing activities                 | -67   | -117   | -102  | -70    | 52    | 88     | -    | -      | -117 | -      | -     | -  | -        | 35    | -     | -    | 192  | -  | -     | -  | -        | 142  | -     | -    | -            | -217  |      |        |    |          |
| 現金及び現金同等物の増減額                                        | Net increase (decrease) in cash and cash equivalents | -49   | 36     | 13    | 111    | -100  | 102    | -    | -      | -83  | -      | -     | -  | -        | 243   | -     | -    | -109 | -  | -     | -  | -        | -36  | -     | -    | -            | -267  |      |        |    |          |
| 現金及び現金同等物の期首残高                                       | Cash and cash equivalents at beginning of period     | 247   | 198    | 234   | 247    | 358   | 258    | -    | -      | 360  | -      | -     | -  | -        | 360   | -     | -    | 603  | -  | -     | -  | -        | 603  | -     | -    | -            | 567   |      |        |    |          |
| 現金及び現金同等物の期末残高                                       | Cash and cash equivalents at end of period           | 198   | 234    | 247   | 358    | 258   | 360    | -    | -      | 277  | -      | -     | -  | -        | 603   | -     | -    | 494  | -  | -     | -  | -        | 567  | -     | -    | -            | 300   |      |        |    |          |
| 四半期報告書 CF情報                                          | Quarterly report cash flows information              |       |        |       |        |       |        |      |        |      |        |       |    |          |       |       |      |      |    |       |    |          |      |       |      |              |       |      |        |    |          |
| 減価償却費                                                | Depreciation                                         | 181   | 178    | 177   | 180    | 182   | 210    | 53   | 60     | 113  | 55     | 168   | 60 | 115      | 228   | 58    | 57   | 115  | 71 | 186   | 61 | 132      | 247  | 60    | -    | -            | -     |      |        |    |          |
| のれんの償却額                                              | Amortization of goodwill                             | 12    | 15     | 14    | 13     | 7     | 3      | 1    | 1      | 1    | 1      | 2     | 1  | 2        | 3     | 1     | 1    | 2    | 1  | 3     | 1  | 2        | 4    | 1     | -    | -            | -     |      |        |    |          |
| フリー・キャッシュ・フロー                                        | Free cash Flows                                      | 11    | 139    | 124   | 165    | -173  | 18     | -    | -      | 18   | -      | -     | -  | -        | 170   | -     | -    | -316 | -  | -     | -  | -        | -195 | -     | -    | -            | -50   |      |        |    |          |
| インタレスト・カバレッジ・レシオ                                     | Interest coverage ratio                              | 25.48 | 49.75  | 40.59 | 43.79  | 13.61 | 8.60   | -    | -      | 9.81 | -      | -     | -  | -        | 17.33 | -     | -    | 2.48 | -  | -     | -  | -        | 8.15 | -     | -    | -            | -     |      |        |    |          |

(億円、100 million yen)

| 通期業績予想／Full-year earnings forecast |     |                                         |           | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23         |             |             |           | FY24         |             |             |           | FY25         |                   |                   |
|------------------------------------|-----|-----------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------|-------------|-------------|-----------|--------------|-------------|-------------|-----------|--------------|-------------------|-------------------|
|                                    |     |                                         |           | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 予想 Forecast  |             | 実績 Actual   | 実績 Actual | 予想 Forecast  |             | 実績 Actual   | 実績 Actual | 予想 Forecast  | 第六次中計目標 Target    | Target            |
|                                    |     |                                         |           |           |           |           |           |           |           |              |             |             |           |              |             |             |           |              |                   |                   |
|                                    |     |                                         |           |           |           |           |           |           |           | As of May 11 | As of Nov 9 | As of Feb 6 | Full      | As of May 10 | As of Nov 6 | As of Feb 5 | Full      | As of May 13 | As of Apr 5, 2023 | As of Jul 9, 2024 |
|                                    |     |                                         |           | Full      | Full      | Full      | Full      | Full      | Full      | Full         | Full        | Full        | Full      | Full         | Full        | Full        | Full      | Full         | Full              | Full              |
| 自動車電池（国内）                          | 売上高 | Automotive Batteries (Japan)            | Net sales | 892       | 915       | 881       | 836       | 815       | 878       | 940          | 950         | 950         | 940       | 1,000        | 1,000       | 1,000       | 1,019     | 1,000        | 1,000             | 1,000             |
|                                    |     |                                         | 営業利益      | 61        | 78        | 70        | 87        | 59        | 65        | 55           | 70          | 70          | 81        | 80           | 85          | 90          | 107       | 110          | 70                | 90                |
|                                    |     |                                         | (営業利益率)   | 6.9%      | 8.5%      | 7.9%      | 10.4%     | 7.2%      | 7.5%      | 5.9%         | 7.4%        | 7.4%        | 8.6%      | 8.0%         | 8.5%        | 9.0%        | 10.5%     | 11.0%        | 7.0%              | 9.0%              |
| 自動車電池（海外）                          | 売上高 | Automotive Batteries (Overseas)         | Net sales | 1,856     | 1,771     | 1,621     | 1,653     | 1,867     | 2,473     | 2,520        | 2,470       | 2,470       | 2,529     | 2,590        | 2,590       | 2,640       | 2,601     | 2,500        | 2,400             | 2,600             |
|                                    |     |                                         | 営業利益      | 90        | 99        | 92        | 122       | 100       | 133       | 150          | 160         | 175         | 151       | 165          | 175         | 178         | 187       | 180          | 170               | 170               |
|                                    |     |                                         | (営業利益率)   | 4.8%      | 5.6%      | 5.7%      | 7.4%      | 5.3%      | 5.4%      | 6.0%         | 6.5%        | 7.1%        | 6.0%      | 6.4%         | 6.8%        | 6.7%        | 7.2%      | 7.2%         | 7.1%              | 6.5%              |
| 産業電池電源                             | 売上高 | Industrial Batteries and Power Supplies | Net sales | 742       | 800       | 846       | 840       | 995       | 976       | 1,110        | 1,100       | 1,100       | 1,097     | 1,200        | 1,200       | 1,150       | 1,131     | 1,300        | 1,400             | 1,200             |
|                                    |     |                                         | 営業利益      | 74        | 78        | 92        | 69        | 58        | 85        | 90           | 95          | 110         | 132       | 130          | 135         | 170         | 179       | 190          | 110               | 130               |
|                                    |     |                                         | (営業利益率)   | 9.9%      | 9.8%      | 10.8%     | 8.2%      | 5.8%      | 8.8%      | 8.1%         | 8.6%        | 10.0%       | 12.0%     | 10.8%        | 11.3%       | 14.8%       | 15.8%     | 14.6%        | 7.9%              | 10.8%             |
| 車載用リチウムイオン電池                       | 売上高 | Automotive Lithium-ion Batteries        | Net sales | 448       | 456       | 423       | 360       | 476       | 654       | 1,030        | 880         | 880         | 848       | 900          | 900         | 900         | 828       | 1,000        | 1,100             | 1,000             |
|                                    |     |                                         | 営業利益      | 13        | 3         | -17       | -9        | 17        | 20        | 40           | 40          | 45          | 26        | 40           | 20          | 10          | 14        | 20           | 60                | 50                |
|                                    |     |                                         | (営業利益率)   | 2.9%      | 0.7%      | -4.0%     | -2.4%     | 3.5%      | 3.0%      | 3.9%         | 4.5%        | 5.1%        | 3.1%      | 4.4%         | 2.2%        | 1.1%        | 1.7%      | 2.0%         | 5.5%              | 5.0%              |
| 特殊電池およびその他                         | 売上高 | Specialized Batteries and Others        | Net sales | 171       | 189       | 185       | 176       | 168       | 196       | 200          | 200         | 200         | 215       | 210          | 210         | 210         | 224       | 200          | 200               | 200               |
|                                    |     |                                         | 営業利益      | 3         | -8        | 3         | 1         | 6         | 16        | 5            | 10          | 25          | 32        | 30           | 30          | 30          | 21        | 20           | 0                 | 20                |
|                                    |     |                                         | (営業利益率)   | 1.7%      | -4.0%     | 1.7%      | 0.8%      | 3.4%      | 8.4%      | 2.5%         | 5.0%        | 12.5%       | 14.9%     | 14.3%        | 14.3%       | 14.3%       | 9.5%      | 10.0%        | 0.0%              | 10.0%             |
| 合計                                 | 売上高 | Total                                   | Net sales | 4,110     | 4,131     | 3,956     | 3,865     | 4,321     | 5,177     | 5,800        | 5,600       | 5,600       | 5,629     | 5,900        | 5,900       | 5,900       | 5,803     | 6,000        | 6,100             | 6,000             |
|                                    |     |                                         | 営業利益      | 241       | 251       | 239       | 271       | 239       | 321       | 340          | 375         | 425         | 422       | 445          | 445         | 478         | 507       | 520          | 410               | 460               |
|                                    |     |                                         | (営業利益率)   | 5.9%      | 6.1%      | 6.1%      | 7.0%      | 5.5%      | 6.2%      | 5.9%         | 6.7%        | 7.6%        | 7.5%      | 7.5%         | 7.5%        | 8.1%        | 8.7%      | 8.7%         | 6.7%              | 7.7%              |

※上記営業利益はのれん等償却前営業利益です。

\*The above operating income is before amortization of goodwill.

|             |                                         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |       |       |
|-------------|-----------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|-------|
| 売上高         | Net sales                               | 4,110  | 4,131  | 3,956  | 3,865  | 4,321  | 5,177  | 5,800  | 5,600  | 5,600  | 5,629  | 5,900  | 5,900  | 5,900  | 5,803  | 6,000  | 6,100 | 6,000 |
| 営業利益        | Operating profit                        | 219    | 227    | 217    | 248    | 227    | 315    | 330    | 370    | 420    | 416    | 440    | 440    | 470    | 500    | 510    | -     | -     |
| 経常利益        | Ordinary profit                         | 214    | 247    | 231    | 273    | 247    | 242    | 270    | 320    | 380    | 440    | 440    | 440    | 440    | 463    | 490    | -     | -     |
| 親会社株主帰属純利益  | Profit attributable to owners of parent | 115    | 135    | 137    | 115    | 85     | 139    | 140    | 160    | 210    | 321    | 260    | 260    | 270    | 304    | 330    | -     | -     |
| 1株あたり純利益（円） | EPS (yen)                               | 138.90 | 164.74 | 168.23 | 141.91 | 105.23 | 173.11 | 174.03 | 198.87 | 242.16 | 369.74 | 259.21 | 259.21 | 269.19 | 303.25 | 329.00 | -     | -     |

| 営業利益増減要因（当初計画差）／<br>Factors for Operating Income Change (Initial<br>forecast comparison) |                                                  | FY17 |        | FY18 |        | FY19 |        | FY20 |        | FY21 |        | FY22         |             | FY23        |      |        |             | FY24 |      |      |        | FY25         |      |         |        |
|------------------------------------------------------------------------------------------|--------------------------------------------------|------|--------|------|--------|------|--------|------|--------|------|--------|--------------|-------------|-------------|------|--------|-------------|------|------|------|--------|--------------|------|---------|--------|
|                                                                                          |                                                  | 実績   | Actual | 実績   | Actual | 実績   | Actual | 実績   | Actual | 実績   | Actual | 予想           |             |             | 実績   | Actual | 予想          |      |      | 実績   | Actual | 予想           |      | 第六次中計目標 | Target |
|                                                                                          |                                                  |      |        |      |        |      |        |      |        |      |        | As of May 11 | As of Nov 9 | As of Feb 6 |      |        | As of Feb 5 |      |      |      |        | As of May 13 |      |         |        |
|                                                                                          |                                                  |      |        |      |        |      |        |      |        |      |        |              |             |             |      |        | Full        | Full | Full |      |        | Full         | Full |         |        |
|                                                                                          |                                                  | Full | Full   | Full | Full   | Full | Full   | Full | Full   | Full | Full   | Full         | Full        | Full        | Full | Full   | Full        | Full | Full | Full | Full   | Full         | Full | Full    |        |
| のれん等償却前営業利益                                                                              | Operating profit before amortization of goodwill | 241  | 251    | 239  | 271    | 239  | 321    | 340  | 375    | 425  | 422    | 445          | 445         | 478         | 507  | 520    | 410         | 460  |      |      |        |              |      |         |        |
| 営業利益（当初計画差）                                                                              | Operating profit (Initial forecast comparison)   | -    | -      | 19   | -      | -    | 31     | 19   | -      | -    | 82     | 23           | -           | -           | 63   | 13     | -           | -    |      |      |        |              |      |         |        |
| 数量・構成変化                                                                                  | Quantity, composition change                     | -    | -      | -62  | -      | -    | -154   | 146  | -      | -    | -130   | 97           | -           | -           | -5   | 124    | -           | -    |      |      |        |              |      |         |        |
| 原材料価格・売価                                                                                 | Raw material price, sales price                  | -    | -      | 41   | -      | -    | 63     | 105  | -      | -    | 149    | 28           | -           | -           | -    | -      | -           |      |      |      |        |              |      |         |        |
| 売価                                                                                       | Raw material price, sales price                  | -    | -      | -    | -      | -    | -      | -    | -      | -    | -      | -            | -           | -           | 52   | 113    |             |      |      |      |        |              |      |         |        |
| 原材料価格                                                                                    | Sales price                                      | -    | -      | -    | -      | -    | -      | -    | -      | -    | -      | -            | -           | -           | 27   | -34    |             |      |      |      |        |              |      |         |        |
| 経費等                                                                                      | Expenses, etc.                                   | -    | -      | 39   | -      | -    | 60     | -206 | -      | -    | 30     | -86          | -           | -           | -32  | -174   | -           | -    |      |      |        |              |      |         |        |
| 為替                                                                                       | Exchange rate                                    | -    | -      | -4   | -      | -    | 25     | -17  | -      | -    | 18     | -14          | -           | -           | 23   | -15    | -           | -    |      |      |        |              |      |         |        |
| その他                                                                                      | Specialized batteries and Others                 | -    | -      | 13   | -      | -    | 37     | -9   | -      | -    | 15     | -2           | -           | -           | -2   | -1     | -           | -    |      |      |        |              |      |         |        |
| リチウム                                                                                     | Lithium                                          |      |        | -8   | -      | -    | -      | -    | -      | -    | -      | -            | -           | -           | -    | -      | -           | -    |      |      |        |              |      |         |        |

| 財務分析／Financial analysis |                                                          | FY17  | FY18   | FY19  | FY20   | FY21  | FY22   | FY23  |        |       |       |          |       |       |       | FY24  |       |       |       |          |       |       |       | FY25  |       |      |        |              |          |
|-------------------------|----------------------------------------------------------|-------|--------|-------|--------|-------|--------|-------|--------|-------|-------|----------|-------|-------|-------|-------|-------|-------|-------|----------|-------|-------|-------|-------|-------|------|--------|--------------|----------|
|                         |                                                          | 実績    | Actual | 実績    | Actual | 実績    | Actual | 実績    | Actual | 実績    |       |          |       |       |       |       |       | 実績    |       |          |       |       |       |       |       | 実績   | Actual | 予想           | Forecast |
|                         |                                                          |       |        |       |        |       |        |       |        |       |       |          |       |       |       |       |       |       |       |          |       |       |       |       |       |      |        | As of May 13 |          |
|                         |                                                          | Full  | Full   | Full  | Full   | Full  | Full   | 1Q    | 2Q     | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q    | 2Q    | 1st H | 3Q    | 3Q total | 4Q    | 2nd H | Full  | 1Q    | 1st H | Full |        |              |          |
| ROICツリー                 | ROIC Tree                                                |       |        |       |        |       |        |       |        |       |       |          |       |       |       |       |       |       |       |          |       |       |       |       |       |      |        |              |          |
| 投下資本利益率（のれん等償却前）        | ROIC (before amortization of goodwill)                   | 10.9% | 11.3%  | 10.9% | 12.0%  | 9.7%  | 11.4%  | -     | -      | -     | -     | -        | -     | -     | 13.7% | -     | -     | -     | -     | -        | -     | -     | 13.7% | -     | -     | -    | -      | 12.5%        |          |
| 売上高営業利益率（のれん等償却前）       | Operating profit ratio (before amortization of goodwill) | 5.9%  | 6.1%   | 6.1%  | 7.0%   | 5.5%  | 6.2%   | 4.1%  | 5.9%   | 5.0%  | 10.9% | 7.2%     | 8.2%  | 9.6%  | 7.5%  | 5.0%  | 7.1%  | 6.1%  | 10.0% | 7.6%     | 12.0% | 11.0% | 8.7%  | 6.4%  | -     | -    | 8.7%   |              |          |
| 売上高成長率                  | Sales growth rate                                        | 14.3% | 0.5%   | -4.2% | -2.3%  | 11.8% | 19.8%  | 8.2%  | 10.1%  | 9.2%  | 10.8% | 9.8%     | 5.9%  | 8.3%  | 8.7%  | 5.8%  | 0.5%  | 3.0%  | 4.9%  | 3.7%     | 1.5%  | 3.2%  | 3.1%  | 3.4%  | -     | -    |        |              |          |
| 売上原価率                   | Cost of sales ratio                                      | 77.4% | 77.0%  | 76.5% | 75.0%  | 77.6% | 78.1%  | 78.6% | 78.5%  | 78.5% | 75.5% | 77.4%    | 78.1% | 76.8% | 77.6% | 77.7% | 76.9% | 77.3% | 75.6% | 76.7%    | 74.0% | 74.8% | 76.0% | 76.3% | -     | -    |        |              |          |
| 販管費率                    | SG&A expense ratio                                       | 17.3% | 17.5%  | 18.0% | 18.6%  | 17.1% | 15.8%  | 17.4% | 15.7%  | 16.5% | 13.7% | 15.5%    | 13.8% | 13.8% | 15.0% | 17.4% | 16.1% | 16.8% | 14.5% | 15.9%    | 14.1% | 14.3% | 15.4% | 17.4% | -     | -    |        |              |          |
| 投下資本回転率                 | Invested capital turnover                                | 1.9   | 1.9    | 1.8   | 1.7    | 1.8   | 1.8    | -     | -      | -     | -     | -        | -     | -     | 1.8   | -     | -     | -     | -     | -        | -     | -     | 1.6   | -     | -     | -    | -      |              |          |
| 運転資本回転率                 | Working capital turnover                                 | 4.4   | 4.4    | 4.4   | 4.2    | 4.2   | 4.2    | -     | -      | -     | -     | -        | -     | -     | 4.4   | -     | -     | -     | -     | -        | -     | -     | 4.1   | -     | -     | -    | -      |              |          |
| 売上債権回転率                 | Accounts receivable turnover                             | 5.4   | 5.4    | 5.3   | 5.0    | 5.0   | 5.3    | -     | -      | -     | -     | -        | -     | -     | 5.2   | -     | -     | -     | -     | -        | -     | -     | 5.2   | -     | -     | -    | -      |              |          |
| 棚卸資産回転率                 | Inventory turnover                                       | 6.2   | 6.0    | 6.0   | 5.8    | 5.4   | 5.1    | -     | -      | -     | -     | -        | -     | -     | 5.0   | -     | -     | -     | -     | -        | -     | -     | 4.8   | -     | -     | -    | -      |              |          |
| 仕入債務回転率                 | Trade payables turnover                                  | 6.5   | 6.1    | 6.0   | 5.6    | 5.3   | 5.3    | -     | -      | -     | -     | -        | -     | -     | 4.7   | -     | -     | -     | -     | -        | -     | -     | 4.8   | -     | -     | -    | -      |              |          |
| 固定資産回転率                 | Fixed asset turnover                                     | 2.0   | 2.0    | 1.9   | 1.7    | 1.8   | 2.0    | -     | -      | -     | -     | -        | -     | -     | 1.8   | -     | -     | -     | -     | -        | -     | -     | 1.6   | -     | -     | -    | -      |              |          |

※固定資産回転率は貸借対照表の固定資産合計額を使用しております。  
\*Fixed asset turnover is calculated using the total amount of fixed assets listed on the balance sheet.

|                    |                                   |      |      |      |      |      |      |      |      |      |      |      |      |      |       |      |      |      |      |      |      |      |      |      |      |      |   |  |
|--------------------|-----------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|-------|------|------|------|------|------|------|------|------|------|------|------|---|--|
| デュボンスystem         | DuPont Analysis                   |      |      |      |      |      |      |      |      |      |      |      |      |      |       |      |      |      |      |      |      |      |      |      |      |      |   |  |
| 自己資本利益率            | ROE                               | 6.8% | 6.8% | 7.7% | 6.1% | 4.1% | 6.2% | -    | -    | -    | -    | -    | -    | -    | 11.4% | -    | -    | -    | -    | -    | -    | -    | 9.0% | -    | -    | -    | - |  |
| 売上高当期純利益率          | Net profit ratio                  | 2.8% | 3.3% | 3.5% | 3.0% | 2.0% | 2.7% | 1.4% | 3.2% | 2.3% | 7.6% | 4.3% | 9.5% | 8.5% | 5.7%  | 3.8% | 3.4% | 3.6% | 5.5% | 4.3% | 7.8% | 6.7% | 5.2% | 5.0% | 3.8% | 5.5% |   |  |
| 総資産回転率             | Total asset turnover rate         | 1.1  | 1.1  | 1.0  | 0.9  | 0.9  | 1.0  | -    | -    | -    | -    | -    | -    | -    | 0.9   | -    | -    | -    | -    | -    | -    | -    | 0.9  | -    | -    | -    | - |  |
| 財務レバレッジ（期末）        | Financial Leverage (End of term)  | 2.2  | 2.2  | 2.2  | 2.1  | 2.2  | 2.3  | 2.3  | -    | 2.3  | -    | 2.1  | -    | -    | 2.0   | 2.0  | -    | 2.0  | -    | 2.0  | -    | -    | 2.0  | 1.9  | -    | -    | - |  |
| キャッシュ・コンバージョン・サイクル | Cash conversion cycle             |      |      |      |      |      |      |      |      |      |      |      |      |      |       |      |      |      |      |      |      |      |      |      |      |      |   |  |
| 売上債権回転期間（月）        | Accounts receivable turnover rate | 2.2  | 2.2  | 2.3  | 2.4  | 2.4  | 2.3  | -    | -    | -    | -    | -    | -    | -    | 2.3   | -    | -    | -    | -    | -    | -    | -    | 2.3  | -    | -    | -    | - |  |
| 棚卸資産回転期間（月）        | Inventory turnover rate           | 1.9  | 2.0  | 2.0  | 2.1  | 2.2  | 2.4  | -    | -    | -    | -    | -    | -    | -    | 2.4   | -    | -    | -    | -    | -    | -    | -    | 2.5  | -    | -    | -    | - |  |
| 仕入債務回転期間（月）        | Trade payables turnover rate      | 1.9  | 2.0  | 2.0  | 2.1  | 2.3  | 2.3  | -    | -    | -    | -    | -    | -    | -    | 2.5   | -    | -    | -    | -    | -    | -    | -    | 2.5  | -    | -    | -    | - |  |
| キャッシュ・コンバージョン・サイクル | Cash conversion cycle             | 2.3  | 2.3  | 2.3  | 2.3  | 2.4  | 2.4  | -    | -    | -    | -    | -    | -    | -    | 2.2   | -    | -    | -    | -    | -    | -    | -    | 2.3  | -    | -    | -    | - |  |

| 財務分析／Financial analysis |                                                           | FY17   | FY18   | FY19   | FY20   | FY21   | FY22   | FY23   |        |        |       |        |          |        |        |        |       | FY24   |        |        |          |        |       |        |        |       |      | FY25 |   |   |        |       |          |
|-------------------------|-----------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|--------|----------|--------|--------|--------|-------|--------|--------|--------|----------|--------|-------|--------|--------|-------|------|------|---|---|--------|-------|----------|
|                         |                                                           | 実績     | Actual | 実績     | Actual | 実績     | Actual | 実績     | Actual | 実績     |       |        |          |        |        |        |       |        |        | Actual | 実績       |        |       |        |        |       |      |      |   |   | Actual | 予想    | Forecast |
|                         |                                                           |        |        |        |        |        |        |        |        |        |       |        |          |        |        |        |       |        |        |        |          |        |       |        |        |       |      |      |   |   |        | As of | May 13   |
|                         |                                                           | Full   | Full   | Full   | Full   | Full   | Full   | Full   | 1Q     | 2Q     | 1st H | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q    | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H | Full   | 1Q     | 1st H | Full |      |   |   |        |       |          |
| 安全性分析                   | Safety analysis                                           |        |        |        |        |        |        |        |        |        |       |        |          |        |        |        |       |        |        |        |          |        |       |        |        |       |      |      |   |   |        |       |          |
| 流動比率                    | Current ratio                                             | 146.5% | 181.9% | 172.2% | 180.2% | 174.9% | 151.8% | 145.6% | -      | 142.4% | -     | 157.4% | -        | -      | 168.1% | 166.1% | -     | 159.6% | -      | 156.7% | -        | -      | -     | 171.9% | 174.0% | -     | -    | -    | - | - | -      |       |          |
| 当座比率                    | Quick ratio                                               | 79.3%  | 101.3% | 98.9%  | 107.2% | 91.5%  | 80.3%  | 70.6%  | -      | 67.3%  | -     | 87.0%  | -        | -      | 92.9%  | 83.7%  | -     | 81.0%  | -      | 79.8%  | -        | -      | -     | 93.2%  | 83.5%  | -     | -    | -    | - | - | -      |       |          |
| 負債比率                    | Debt ratio                                                | 105.6% | 99.0%  | 102.1% | 97.6%  | 107.2% | 117.1% | 115.6% | -      | 111.8% | -     | 95.2%  | -        | -      | 85.7%  | 85.8%  | -     | 85.3%  | -      | 83.7%  | -        | -      | -     | 87.2%  | 81.7%  | -     | -    | -    | - | - | -      |       |          |
| 自己資本比率                  | Equity ratio                                              | 44.9%  | 46.4%  | 45.8%  | 46.8%  | 44.8%  | 42.6%  | 42.9%  | -      | 43.6%  | -     | 47.7%  | -        | -      | 50.3%  | 50.0%  | -     | 50.4%  | -      | 50.7%  | -        | -      | -     | 50.0%  | 51.4%  | -     | -    | -    | - | - | -      |       |          |
| 固定比率                    | Fixed ratio                                               | 118.7% | 116.7% | 118.9% | 117.4% | 118.2% | 119.1% | 120.4% | -      | 120.7% | -     | 100.9% | -        | -      | 103.0% | 103.8% | -     | 107.5% | -      | 109.4% | -        | -      | -     | 107.6% | 110.3% | -     | -    | -    | - | - | -      |       |          |
| 固定長期適合率                 | Fixed assets ratio                                        | 88.1%  | 80.7%  | 82.4%  | 81.4%  | 80.3%  | 84.4%  | 87.0%  | -      | 89.1%  | -     | 80.0%  | -        | -      | 80.1%  | 81.1%  | -     | 83.8%  | -      | 85.7%  | -        | -      | -     | 80.6%  | 82.7%  | -     | -    | -    | - | - | -      |       |          |
| 営業CF対有利子負債比率（年）         | Interest-bearing debt to operating cash flow ratio (Year) | 3.5    | 2.2    | 2.2    | 2.0    | 7.0    | 4.0    | -      | -      | -      | -     | -      | -        | -      | 1.4    | -      | -     | -      | -      | -      | -        | -      | 1.4   | -      | -      | -     | -    | -    | - | - |        |       |          |
| 収益性分析                   | Profitability analysis                                    |        |        |        |        |        |        |        |        |        |       |        |          |        |        |        |       |        |        |        |          |        |       |        |        |       |      |      |   |   |        |       |          |
| 売上高総利益率                 | Gross profit margin                                       | 22.6%  | 23.0%  | 23.5%  | 25.0%  | 22.4%  | 21.9%  | 21.4%  | 21.5%  | 21.5%  | 24.5% | 22.6%  | 21.9%    | 23.2%  | 22.4%  | 22.3%  | 23.1% | 22.7%  | 24.4%  | 23.3%  | 26.0%    | 25.2%  | 24.0% | 23.7%  | -      | -     | -    | -    | - | - |        |       |          |
| 売上高営業利益率                | Operating profit ratio                                    | 5.3%   | 5.5%   | 5.5%   | 6.4%   | 5.2%   | 6.1%   | 4.0%   | 5.8%   | 4.9%   | 10.8% | 7.1%   | 8.1%     | 9.4%   | 7.4%   | 4.8%   | 7.0%  | 5.9%   | 9.9%   | 7.4%   | 11.9%    | 10.9%  | 8.6%  | 6.3%   | 5.9%   | 8.5%  | -    | -    | - | - |        |       |          |
| 売上高経常利益率                | Ordinary profit ratio                                     | 5.2%   | 6.0%   | 5.8%   | 7.1%   | 5.7%   | 4.7%   | 4.1%   | 5.2%   | 4.7%   | 11.0% | 7.0%   | 9.9%     | 10.5%  | 7.8%   | 5.2%   | 5.7%  | 5.5%   | 8.8%   | 6.7%   | 11.5%    | 10.1%  | 8.0%  | 6.4%   | 5.7%   | 8.2%  | -    | -    | - | - |        |       |          |
| 売上高当期純利益率               | Net profit ratio                                          | 2.8%   | 3.3%   | 3.5%   | 3.0%   | 2.0%   | 2.7%   | 1.4%   | 3.2%   | 2.3%   | 7.6%  | 4.3%   | 9.5%     | 8.5%   | 5.7%   | 3.8%   | 3.4%  | 3.6%   | 5.5%   | 4.3%   | 7.8%     | 6.7%   | 5.2%  | 5.0%   | 3.8%   | 5.5%  | -    | -    | - | - |        |       |          |
| 総資産利益率                  | ROA                                                       | 3.0%   | 3.5%   | 3.6%   | 2.8%   | 1.9%   | 2.7%   | -      | -      | -      | -     | -      | -        | -      | 5.4%   | -      | -     | -      | -      | -      | -        | -      | 4.5%  | -      | -      | -     | -    | -    | - | - |        |       |          |
| 自己資本利益率（のれん等償却前）        | ROE (before amortization of goodwill)                     | 8.2%   | 9.0%   | 9.0%   | 7.2%   | 4.6%   | 6.5%   | -      | -      | -      | -     | -      | -        | -      | 11.6%  | -      | -     | -      | -      | -      | -        | -      | 9.2%  | -      | -      | 8.0%  | -    | -    | - | - |        |       |          |
| 自己資本利益率                 | ROE                                                       | 6.8%   | 7.6%   | 7.7%   | 6.1%   | 4.1%   | 6.2%   | -      | -      | -      | -     | -      | -        | -      | 11.4%  | -      | -     | -      | -      | -      | -        | -      | 9.0%  | -      | -      | -     | -    | -    | - | - |        |       |          |
| 投下資本利益率（のれん等償却前）        | ROIC (before amortization of goodwill)                    | 10.9%  | 11.3%  | 10.9%  | 12.0%  | 9.7%   | 11.4%  | -      | -      | -      | -     | -      | -        | -      | 13.7%  | -      | -     | -      | -      | -      | -        | -      | 13.7% | -      | -      | 12.5% | -    | -    | - | - |        |       |          |
| 財務レバレッジ（期末）             | Financial Leverage (End of term)                          | 2.2    | 2.2    | 2.2    | 2.1    | 2.2    | 2.3    | 2.3    | -      | 2.3    | -     | 2.1    | -        | -      | 2.0    | 2.0    | -     | 2.0    | -      | 2.0    | -        | -      | 2.0   | 1.9    | -      | -     | -    | -    | - | - |        |       |          |
| 総資産回転率                  | Total asset turnover rate                                 | 1.1    | 1.1    | 1.0    | 0.9    | 0.9    | 1.0    | -      | -      | -      | -     | -      | -        | -      | 0.9    | -      | -     | -      | -      | -      | -        | -      | 0.9   | -      | -      | -     | -    | -    | - | - |        |       |          |
| 純資産回転率                  | Net asset turnover rate                                   | 2.1    | 2.0    | 1.9    | 1.8    | 1.8    | 2.0    | -      | -      | -      | -     | -      | -        | -      | 1.7    | -      | -     | -      | -      | -      | -        | -      | 1.5   | -      | -      | -     | -    | -    | - | - |        |       |          |
| 自己資本回転率                 | Total equity turnover rate                                | 2.4    | 2.3    | 2.2    | 2.0    | 2.1    | 2.3    | -      | -      | -      | -     | -      | -        | -      | 2.0    | -      | -     | -      | -      | -      | -        | -      | 1.7   | -      | -      | -     | -    | -    | - | - |        |       |          |
| 成長性分析                   | Growth potential analysis                                 |        |        |        |        |        |        |        |        |        |       |        |          |        |        |        |       |        |        |        |          |        |       |        |        |       |      |      |   |   |        |       |          |
| 売上高成長率                  | Sales growth rate                                         | 14.3%  | 0.5%   | -4.2%  | -2.3%  | 11.8%  | 19.8%  | 8.2%   | 10.1%  | 9.2%   | 10.8% | 9.8%   | 5.9%     | 8.3%   | 8.7%   | 5.8%   | 0.5%  | 3.0%   | 4.9%   | 3.7%   | 1.5%     | 3.2%   | 3.1%  | 3.4%   | -      | -     | -    | -    | - | - |        |       |          |
| 営業利益成長率                 | Operating income growth rate                              | -5.1%  | 3.3%   | -4.3%  | 14.5%  | -8.6%  | 39.0%  | 35.5%  | 68.5%  | 54.1%  | 55.1% | 54.7%  | -2.3%    | 24.2%  | 32.0%  | 27.9%  | 21.7% | 24.0%  | -3.9%  | 8.2%   | 49.4%    | 18.6%  | 20.3% | 34.4%  | -      | -     | -    | -    | - | - |        |       |          |
| 経常利益成長率                 | Ordinary profit growth rate                               | -5.1%  | 15.6%  | -6.5%  | 18.0%  | -9.5%  | -1.9%  | 119.7% | 87.3%  | 99.4%  | 68.8% | 80.3%  | 84.3%    | 75.8%  | 81.6%  | 35.5%  | 10.4% | 20.7%  | -16.1% | -0.8%  | 17.3%    | -0.4%  | 5.4%  | 26.7%  | -      | -     | -    | -    | - | - |        |       |          |
| 当期純利益成長率                | Net profit growth rate                                    | -6.4%  | 18.1%  | 1.1%   | -16.2% | -26.1% | 64.5%  | 169.3% | 291.7% | 247.9% | 92.0% | 126.0% | 135.7%   | 113.7% | 130.2% | 190.0% | 7.2%  | 57.9%  | -23.7% | 3.7%   | -16.1%   | -19.5% | -5.1% | 36.4%  | -      | -     | -    | -    | - | - |        |       |          |
| 総資産成長率                  | Total asset growth rate                                   | 5.6%   | -1.8%  | 0.3%   | 12.1%  | 11.3%  | 12.5%  | 5.5%   | -      | 6.8%   | -     | 16.1%  | -        | -      | 21.4%  | 20.9%  | -     | 17.5%  | -      | 10.6%  | -        | -      | 5.6%  | 1.0%   | -      | -     | -    | -    | - | - |        |       |          |

| 数量データ・シェア／ Quantity Data / Share |                                                                | FY17 | FY18   | FY19 | FY20   | FY21 | FY22   | FY23 |        |       |        |          |    |       |      | FY24 |     |        |    |          |    |       |      | FY25 |        |              |          |
|----------------------------------|----------------------------------------------------------------|------|--------|------|--------|------|--------|------|--------|-------|--------|----------|----|-------|------|------|-----|--------|----|----------|----|-------|------|------|--------|--------------|----------|
|                                  |                                                                | 実績   | Actual | 実績   | Actual | 実績   | Actual | 実績   | Actual | 実績    | Actual | 実績       |    |       |      |      |     | Actual |    |          |    |       |      | 実績   | Actual | 予想           | Forecast |
|                                  |                                                                |      |        |      |        |      |        |      |        |       |        |          |    |       |      |      |     |        |    |          |    |       |      |      |        | As of May 13 |          |
|                                  |                                                                | Full | Full   | Full | Full   | Full | Full   | 1Q   | 2Q     | 1st H | 3Q     | 3Q total | 4Q | 2nd H | Full | 1Q   | 2Q  | 1st H  | 3Q | 3Q total | 4Q | 2nd H | Full | 1Q   | 1st H  | Full         |          |
| 新車・補修向け出荷割合                      | Ratio of Shipped Batteries for New Automobiles and Replacement |      |        |      |        |      |        |      |        |       |        |          |    |       |      |      |     |        |    |          |    |       |      |      |        |              |          |
| 新車向け                             | New Automobiles                                                |      |        |      |        |      |        |      |        |       |        |          |    |       |      |      |     |        |    |          |    |       |      |      |        |              |          |
| EN (ISS)                         | EN(ISS)                                                        | 0%   | 5%     | 5%   | 5%     | 5%   | 5%     | -    | -      | 5%    | -      | -        | -  | 5%    | -    | -    | 5%  | -      | -  | -        | -  | 5%    | -    | -    | -      | -            |          |
| EN                               | EN                                                             | 10%  | 15%    | 25%  | 25%    | 30%  | 30%    | -    | -      | 40%   | -      | -        | -  | 40%   | -    | -    | 40% | -      | -  | -        | -  | 40%   | -    | -    | -      | -            |          |
| JIS (ISS)                        | JIS(ISS)                                                       | 40%  | 40%    | 40%  | 40%    | 35%  | 35%    | -    | -      | 30%   | -      | -        | -  | 30%   | -    | -    | 30% | -      | -  | -        | -  | 30%   | -    | -    | -      | -            |          |
| JIS                              | JIS                                                            | 50%  | 40%    | 30%  | 30%    | 30%  | 30%    | -    | -      | 25%   | -      | -        | -  | 25%   | -    | -    | 25% | -      | -  | -        | -  | 25%   | -    | -    | -      | -            |          |
| 補修向け                             | Replacement                                                    |      |        |      |        |      |        |      |        |       |        |          |    |       |      |      |     |        |    |          |    |       |      |      |        |              |          |
| EN (ISS)                         | EN(ISS)                                                        | 0%   | 0%     | 0%   | 0%     | 0%   | 0%     | -    | -      | 0%    | -      | -        | -  | 0%    | -    | -    | 0%  | -      | -  | -        | -  | 0%    | -    | -    | -      | -            |          |
| EN                               | EN                                                             | 0%   | 0%     | 0%   | 5%     | 5%   | 5%     | -    | -      | 5%    | -      | -        | -  | 5%    | -    | -    | 5%  | -      | -  | -        | -  | 5%    | -    | -    | -      | -            |          |
| JIS (ISS)                        | JIS(ISS)                                                       | 15%  | 20%    | 25%  | 30%    | 30%  | 35%    | -    | -      | 40%   | -      | -        | -  | 40%   | -    | -    | 40% | -      | -  | -        | -  | 40%   | -    | -    | -      | -            |          |
| JIS                              | JIS                                                            | 85%  | 80%    | 75%  | 65%    | 65%  | 60%    | -    | -      | 55%   | -      | -        | -  | 55%   | -    | -    | 55% | -      | -  | -        | -  | 55%   | -    | -    | -      | -            |          |
| 市場シェア                            | Market share                                                   |      |        |      |        |      |        |      |        |       |        |          |    |       |      |      |     |        |    |          |    |       |      |      |        |              |          |
| 新車向け                             | New Automobiles                                                | 68%  | -      | 71%  | 73%    | 71%  | 69%    | -    | -      | 72%   | -      | -        | -  | 72%   | -    | -    | 71% | -      | -  | -        | -  | 71%   | -    | -    | -      | -            |          |
| 補修向け                             | Replacement                                                    | 53%  | 55%    | 57%  | 58%    | 58%  | 57%    | -    | -      | 57%   | -      | -        | -  | 57%   | -    | -    | 57% | -      | -  | -        | -  | 57%   | -    | -    | -      | -            |          |

※1 自社調べ（輸入電池含まず）

\*1 In-house research (excluding imported batteries)

※2 2018年度は集計範囲変更のためデータはございません。

\*2 There is no data for FY2018 due to a change in the scope of calculations. Accordingly, the figures for fiscal 2018 have been reclassified to reflect the revised segment categories.

|          |              |     |     |     |     |     |     |   |   |   |   |   |   |   |     |   |   |   |   |   |   |   |     |   |   |   |   |
|----------|--------------|-----|-----|-----|-----|-----|-----|---|---|---|---|---|---|---|-----|---|---|---|---|---|---|---|-----|---|---|---|---|
| グローバルシェア | Global Share |     |     |     |     |     |     |   |   |   |   |   |   |   |     |   |   |   |   |   |   |   |     |   |   |   |   |
| 自動車      | Automobiles  |     |     |     |     |     |     |   |   |   |   |   |   |   |     |   |   |   |   |   |   |   |     |   |   |   |   |
| 全世界      | Global       | 8%  | 8%  | 8%  | 8%  | 8%  | 8%  | - | - | - | - | - | - | - | 7%  | - | - | - | - | - | - | - | 7%  | - | - | - | - |
| アセアン     | Asean        | 39% | 37% | 35% | 34% | 37% | 37% | - | - | - | - | - | - | - | 34% | - | - | - | - | - | - | - | 34% | - | - | - | - |
| うちタイ     | /Thailand    | 45% | 41% | 34% | 37% | 37% | 36% | - | - | - | - | - | - | - | 37% | - | - | - | - | - | - | - | 41% | - | - | - | - |
| うちインドネシア | /Indonesia   | 71% | 67% | 70% | 65% | 73% | 74% | - | - | - | - | - | - | - | 74% | - | - | - | - | - | - | - | 72% | - | - | - | - |
| うちベトナム   | /Vietnam     | 34% | 32% | 35% | 38% | 39% | 37% | - | - | - | - | - | - | - | 38% | - | - | - | - | - | - | - | 37% | - | - | - | - |
| オートバイ    | Motorcycles  |     |     |     |     |     |     |   |   |   |   |   |   |   |     |   |   |   |   |   |   |   |     |   |   |   |   |
| 全世界      | Global       | 22% | 19% | 18% | 17% | 18% | 17% | - | - | - | - | - | - | - | 15% | - | - | - | - | - | - | - | 16% | - | - | - | - |
| アセアン     | Asean        | 52% | 50% | 51% | 48% | 51% | 50% | - | - | - | - | - | - | - | 48% | - | - | - | - | - | - | - | 50% | - | - | - | - |
| うちタイ     | /Thailand    | 34% | -   | 32% | 35% | 26% | 25% | - | - | - | - | - | - | - | 29% | - | - | - | - | - | - | - | 30% | - | - | - | - |
| うちインドネシア | /Indonesia   | 80% | 70% | 76% | 69% | 84% | 81% | - | - | - | - | - | - | - | 73% | - | - | - | - | - | - | - | 77% | - | - | - | - |
| うちベトナム   | /Vietnam     | 49% | 43% | 52% | 54% | 52% | 56% | - | - | - | - | - | - | - | 57% | - | - | - | - | - | - | - | 58% | - | - | - | - |

※1 自社調べ

\*1 In-house research

※2 2018年度オートバイのタイは集計範囲変更のためデータはございません。

\*2 There is no data for motorcycles in Thailand in fiscal 2018 due to a change in the scope of collection.

| 市場データ／Market data                                                                                                       |                                                                   | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      |           |           |           |           |         |           |           | FY24      |           |           |           |           |           |           |           | FY25         |             |          |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------|-------------|----------|
|                                                                                                                         |                                                                   | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual | 実績 Actual |           |           |           |           |         |           |           | 実績 Actual |           |           |           |           |           |           |           | 実績 Actual    | 予想 Forecast | Forecast |
|                                                                                                                         |                                                                   |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           | As of May 13 |             |          |
|                                                                                                                         |                                                                   | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q        | 1st H     | 3Q        | 3Q total  | 4Q      | 2nd H     | Full      | 1Q        | 2Q        | 1st H     | 3Q        | 3Q total  | 4Q        | 2nd H     | Full      | 1Q           | 1st H       | Full     |
| 経済産業省生産動態統計                                                                                                             | Monthly Report of Current Production Statistics                   |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| 鉛蓄電池（自動車用（二輪自動車用を除く））                                                                                                   | lead acid storage batteries for automobiles(except for motorcars) |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| 販売数量（千個）                                                                                                                | Sales quantity (1000n)                                            | 24,849    | 24,837    | 23,982    | 22,919    | 22,519    | 22,056    | 4,676     | 5,218     | 9,894     | 6,675     | 16,569    | 5,823   | 12,498    | 22,392    | 4,788     | 5,218     | 10,006    | 6,661     | 16,667    | 6,156     | 12,817    | 22,823    | -            | -           | -        |
| 販売容量（鉛量t）                                                                                                               | Sales capacity (lead(t))                                          | 196,653   | 197,770   | 190,557   | 178,427   | 178,719   | 175,871   | 37,531    | 42,080    | 79,611    | 53,452    | 133,063   | 46,265  | 99,717    | 179,328   | 38,172    | 41,599    | 79,771    | 52,970    | 132,741   | 48,421    | 101,391   | 181,162   | -            | -           | -        |
| 販売金額（百万円）                                                                                                               | Sales value (million yen)                                         | 122,549   | 130,479   | 124,145   | 120,793   | 123,757   | 133,333   | 29,048    | 32,932    | 61,980    | 43,239    | 105,219   | 38,666  | 81,905    | 143,885   | 31,352    | 35,017    | 66,369    | 45,931    | 112,300   | 41,739    | 87,670    | 154,039   | -            | -           | -        |
| （前年対比）                                                                                                                  | (Year-on-year comparison)                                         | 110.3%    | 106.5%    | 95.1%     | 97.3%     | 102.5%    | 107.7%    | 110.7%    | 107.6%    | 109.1%    | 110.6%    | 109.7%    | 103.4%  | 107.1%    | 107.9%    | 107.9%    | 106.3%    | 107.1%    | 106.2%    | 106.7%    | 107.9%    | 107.0%    | 107.1%    | -            | -           | -        |
| その他の鉛蓄電池                                                                                                                | Other lead acid (storage) batteries                               |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           | -            |             |          |
| 販売数量（千個）                                                                                                                | Sales quantity (1000n)                                            | 7,595     | 7,302     | 7,086     | 6,784     | 6,961     | 6,907     | 1,534     | 1,574     | 3,108     | 1,742     | 4,850     | 1,675   | 3,417     | 6,525     | 1,472     | 1,598     | 3,070     | 1,721     | 4,791     | 1,685     | 3,406     | 6,476     | -            | -           | -        |
| 販売容量（鉛量t）                                                                                                               | Sales capacity (lead(t))                                          | 79,489    | 80,696    | 81,408    | 77,967    | 79,432    | 77,534    | 16,342    | 18,381    | 34,723    | 20,854    | 55,577    | 20,826  | 41,680    | 76,403    | 16,538    | 18,912    | 35,450    | 20,726    | 56,176    | 20,593    | 41,319    | 76,769    | -            | -           | -        |
| 販売金額（百万円）                                                                                                               | Sales value (million yen)                                         | 65,706    | 67,443    | 68,248    | 64,079    | 64,939    | 69,891    | 14,672    | 17,645    | 32,317    | 20,210    | 52,527    | 22,220  | 42,430    | 74,747    | 15,208    | 19,874    | 35,082    | 22,449    | 57,531    | 23,263    | 45,712    | 80,794    | -            | -           | -        |
| （前年対比）                                                                                                                  | (Year-on-year comparison)                                         | 101.5%    | 102.6%    | 101.2%    | 93.9%     | 101.3%    | 107.6%    | 105.3%    | 106.0%    | 105.7%    | 107.9%    | 106.5%    | 107.9%  | 107.9%    | 106.9%    | 103.7%    | 112.6%    | 108.6%    | 111.1%    | 109.5%    | 104.7%    | 107.7%    | 108.1%    | -            | -           | -        |
| リチウムイオン蓄電池（車載用）                                                                                                         | lithium-ion storage batteries for automobiles                     |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| 販売数量（千個）                                                                                                                | Sales quantity (1000n)                                            | 797,133   | 786,312   | 606,768   | 578,952   | 904,461   | 965,345   | 234,252   | 208,257   | 442,509   | 145,268   | 587,777   | 138,708 | 283,976   | 726,485   | 128,870   | 175,768   | 304,638   | 132,336   | 436,974   | 132,275   | 264,611   | 569,249   | -            | -           | -        |
| 販売容量（kAh）                                                                                                               | Sales capacity (1000Ah)                                           | 3,270,193 | 3,141,753 | 2,618,090 | 2,953,310 | 4,110,040 | 4,952,796 | 1,424,097 | 1,391,479 | 2,815,576 | 1,113,374 | 3,928,950 | 943,168 | 2,056,542 | 4,872,118 | 857,804   | 1,112,158 | 1,969,962 | 1,003,774 | 2,973,736 | 1,120,763 | 2,124,537 | 4,094,499 | -            | -           | -        |
| 販売金額（百万円）                                                                                                               | Sales value (million yen)                                         | 290,299   | 306,871   | 290,772   | 336,327   | 434,310   | 626,393   | 197,107   | 201,646   | 398,753   | 183,798   | 582,551   | 181,013 | 364,811   | 763,564   | 154,124   | 183,245   | 337,369   | 183,384   | 520,753   | 188,257   | 371,641   | 709,010   | -            | -           | -        |
| （前年対比）                                                                                                                  | (Year-on-year comparison)                                         | 122.7%    | 105.7%    | 94.8%     | 115.7%    | 129.1%    | 144.2%    | 174.5%    | 149.7%    | 161.0%    | 101.1%    | 135.7%    | 91.9%   | 96.3%     | 121.9%    | 78.2%     | 90.9%     | 84.6%     | 99.8%     | 89.4%     | 104.0%    | 101.9%    | 92.9%     | -            | -           | -        |
| リチウムイオン蓄電池（その他）                                                                                                         | Other lithium-ion storage batteries                               |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| 販売数量（千個）                                                                                                                | Sales quantity (1000n)                                            | 555,300   | 450,623   | 400,140   | 363,771   | 374,178   | 262,235   | 44,763    | 50,788    | 95,551    | 61,386    | 156,937   | 58,328  | 119,714   | 215,265   | 63,872    | 70,151    | 134,023   | 76,480    | 210,503   | 65,371    | 141,851   | 275,874   | -            | -           | -        |
| 販売容量（kAh）                                                                                                               | Sales capacity (1000Ah)                                           | 1,271,297 | 1,049,120 | 1,006,969 | 921,407   | 983,468   | 670,053   | 109,167   | 152,721   | 261,888   | 184,193   | 446,081   | 205,684 | 389,877   | 651,765   | 183,464   | 219,505   | 402,969   | 228,451   | 631,420   | 214,952   | 443,403   | 846,372   | -            | -           | -        |
| 販売金額（百万円）                                                                                                               | Sales value (million yen)                                         | 159,147   | 130,689   | 126,054   | 130,788   | 147,573   | 127,116   | 22,505    | 31,928    | 54,433    | 37,926    | 92,359    | 38,895  | 76,821    | 131,254   | 38,560    | 43,094    | 81,654    | 48,088    | 129,742   | 42,078    | 90,166    | 171,820   | -            | -           | -        |
| （前年対比）                                                                                                                  | (Year-on-year comparison)                                         | 105.9%    | 82.1%     | 96.5%     | 103.8%    | 112.8%    | 86.1%     | 66.4%     | 96.1%     | 81.1%     | 117.8%    | 93.0%     | 139.9%  | 128.1%    | 103.3%    | 171.3%    | 135.0%    | 150.0%    | 126.8%    | 140.5%    | 108.2%    | 117.4%    | 130.9%    | -            | -           | -        |
| ※参考：経済産業省生産動態統計調査（https://www.meti.go.jp/statistics/tyo/seidou/index.html）                                              |                                                                   |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| *Ministry of Economy, Trade and Industry Production Statistics（https://www.meti.go.jp/statistics/tyo/seidou/index.html） |                                                                   |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| 電池工業会                                                                                                                   | BAJ                                                               |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| 二次電池販売数量（千個）                                                                                                            | Secondary battery sales volume                                    |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| 自動車用鉛電池                                                                                                                 | Lead-acid battery for automobiles                                 | 26,030    | 25,148    | 24,019    | 22,945    | 22,724    | 22,529    | -         | -         | -         | -         | -         | -       | -         | 21,284    | -         | -         | -         | -         | -         | -         | -         | 21,663    | -            | -           | -        |
| その他鉛電池                                                                                                                  | Other lead-acid batteries                                         | 6,098     | 5,910     | 5,652     | 5,358     | 5,329     | 5,301     | -         | -         | -         | -         | -         | -       | -         | 5,032     | -         | -         | -         | -         | -         | -         | -         | 4,971     | -            | -           | -        |
| 鉛電池合計                                                                                                                   | Lead-acid battery total                                           | 32,128    | 31,058    | 29,671    | 28,303    | 28,053    | 27,830    | -         | -         | -         | -         | -         | -       | -         | 26,316    | -         | -         | -         | -         | -         | -         | -         | 26,634    | -            | -           | -        |
| （前年対比）                                                                                                                  | (Year-on-year comparison)                                         | 101.8%    | 96.7%     | 95.5%     | 95.4%     | 99.1%     | 99.2%     | -         | -         | -         | -         | -         | -       | -         | 94.6%     | -         | -         | -         | -         | -         | -         | -         | 101.2%    | -            | -           | -        |
| リチウムイオン電池                                                                                                               | Lithium-ion battery                                               | 542,752   | 484,396   | 409,999   | 405,271   | 417,850   | 310,483   | -         | -         | -         | -         | -         | -       | -         | 243,555   | -         | -         | -         | -         | -         | -         | -         | 306,454   | -            | -           | -        |
| （前年対比）                                                                                                                  | (Year-on-year comparison)                                         | 85.0%     | 89.2%     | 84.6%     | 98.8%     | 103.1%    | 74.3%     | -         | -         | -         | -         | -         | -       | -         | 78.4%     | -         | -         | -         | -         | -         | -         | -         | 125.8%    | -            | -           | -        |
| 二次電池販売金額（百万円）                                                                                                           | Secondary battery sales value                                     |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| 自動車用鉛電池                                                                                                                 | Lead-acid battery for automobiles                                 | 125,019   | 127,306   | 118,285   | 113,322   | 116,819   | 127,358   | -         | -         | -         | -         | -         | -       | -         | 131,089   | -         | -         | -         | -         | -         | -         | -         | 142,072   | -            | -           | -        |
| その他鉛電池                                                                                                                  | Other lead-acid batteries                                         | 60,953    | 62,553    | 63,173    | 58,762    | 59,269    | 63,873    | -         | -         | -         | -         | -         | -       | -         | 68,754    | -         | -         | -         | -         | -         | -         | -         | 74,954    | -            | -           | -        |
| 鉛電池合計                                                                                                                   | Lead-acid battery total                                           | 185,972   | 189,859   | 181,458   | 172,084   | 176,088   | 191,231   | -         | -         | -         | -         | -         | -       | -         | 199,843   | -         | -         | -         | -         | -         | -         | -         | 217,026   | -            | -           | -        |
| （前年対比）                                                                                                                  | (Year-on-year comparison)                                         | 109.2%    | 102.1%    | 95.6%     | 94.8%     | 102.3%    | 108.6%    | -         | -         | -         | -         | -         | -       | -         | 104.5%    | -         | -         | -         | -         | -         | -         | -         | 108.6%    | -            | -           | -        |
| リチウムイオン電池                                                                                                               | Lithium-ion battery                                               | 151,915   | 156,038   | 139,314   | 148,643   | 175,599   | 154,421   | -         | -         | -         | -         | -         | -       | -         | 145,607   | -         | -         | -         | -         | -         | -         | -         | 186,555   | -            | -           | -        |
| （前年対比）                                                                                                                  | (Year-on-year comparison)                                         | 103.4%    | 102.7%    | 89.3%     | 106.7%    | 118.1%    | 87.9%     | -         | -         | -         | -         | -         | -       | -         | 94.3%     | -         | -         | -         | -         | -         | -         | -         | 128.1%    | -            | -           | -        |
| ※参考：一般財団法人電池工業会 統計資料（https://www.baj.or.jp/statistics/voluntary/index.html）                                             |                                                                   |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |
| *Battery Association of Japan data sheets（https://www.baj.or.jp/statistics/voluntary/index.html）                        |                                                                   |           |           |           |           |           |           |           |           |           |           |           |         |           |           |           |           |           |           |           |           |           |           |              |             |          |

| 市場データ／Market data |                                | FY17      | FY18      | FY19      | FY20      | FY21      | FY22      | FY23      |           |           |           |           |           |           |           | FY24      |           |           |           |           |           |           |           | FY25 |    |       |        |    |          |
|-------------------|--------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------|----|-------|--------|----|----------|
|                   |                                | 実績        | Actual    | 実績        | Actual    | 実績        | Actual    | 実績        | Actual    | 実績        | Actual    | 実績        |           |           |           |           |           |           | Actual    | 実績        |           |           |           |      |    |       | Actual | 予想 | Forecast |
|                   |                                | Full      | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q        | 1st H     | 3Q        | total     | 4Q        | 2nd H     | Full      | 1Q        | 2Q        | 1st H     | 3Q        | total     | 4Q        | 2nd H     | Full | 1Q | 1st H | Full   |    |          |
|                   |                                | Full      | Full      | Full      | Full      | Full      | Full      | Full      | 1Q        | 2Q        | 1st H     | 3Q        | total     | 4Q        | 2nd H     | Full      | 1Q        | 2Q        | 1st H     | 3Q        | total     | 4Q        | 2nd H     | Full | 1Q | 1st H | Full   |    |          |
| 日本自動車工業会          | JAMA                           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |      |    |       |        |    |          |
| 国内自動車生産台数（台）      | Domestic automobile production |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |           |      |    |       |        |    |          |
| 乗用車               | Passenger cars                 | 8,339,404 | 8,369,480 | 8,171,124 | 6,842,912 | 6,340,237 | 6,814,722 | 1,821,164 | 1,954,847 | 3,776,011 | 2,094,141 | 5,870,152 | 1,674,892 | 3,769,033 | 7,545,044 | 1,705,039 | 1,810,577 | 3,515,616 | 1,948,680 | 5,464,296 | 1,851,108 | 3,799,788 | 7,315,404 | -    | -  | -     |        |    |          |
| トラック              | Truck                          | 1,224,728 | 1,265,838 | 1,196,578 | 1,064,697 | 1,130,201 | 1,195,947 | 253,096   | 275,713   | 528,809   | 295,413   | 824,222   | 210,382   | 505,795   | 1,034,604 | 256,440   | 270,628   | 527,068   | 257,167   | 784,235   | 258,882   | 516,049   | 1,043,117 | -    | -  | -     |        |    |          |
| バス                | Bus                            | 119,130   | 114,703   | 121,602   | 61,915    | 74,703    | 90,194    | 24,009    | 27,523    | 51,532    | 27,262    | 78,794    | 19,998    | 47,260    | 98,792    | 27,496    | 25,421    | 52,917    | 27,895    | 80,812    | 28,888    | 56,783    | 109,700   | -    | -  | -     |        |    |          |
| 全車種合計             | Total for all vehicles         | 9,683,262 | 9,750,021 | 9,489,304 | 7,969,524 | 7,545,141 | 8,100,863 | 2,098,269 | 2,258,083 | 4,356,352 | 2,416,816 | 6,773,168 | 1,905,272 | 4,322,088 | 8,678,440 | 1,988,975 | 2,106,626 | 4,095,601 | 2,233,742 | 6,329,343 | 2,138,878 | 4,372,620 | 8,468,221 | -    | -  | -     |        |    |          |
| （前年対比）            | (Year-on-year comparison)      | 103.5%    | 100.7%    | 97.3%     | 84.0%     | 94.7%     | 107.4%    | 125.4%    | 110.6%    | 117.3%    | 111.9%    | 115.3%    | 85.6%     | 98.5%     | 107.1%    | 94.8%     | 93.3%     | 94.0%     | 92.4%     | 93.4%     | 112.3%    | 101.2%    | 97.6%     | -    | -  | -     |        |    |          |

※参考：一般財団法人日本自動車工業会 統計資料 (https://jamaserv.jama.or.jp/newdb/)

\*Japan Automobile Manufactures Association data sheets (https://jamaserv.jama.or.jp/newdb/eng/index.html)

|              |                                                             |            |            |            |            |            |            |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |            |   |   |   |  |
|--------------|-------------------------------------------------------------|------------|------------|------------|------------|------------|------------|---|---|---|---|---|---|---|------------|---|---|---|---|---|---|---|------------|---|---|---|--|
| 自動車検査登録情報協会  | Automobile Inspection &Registration Information Association |            |            |            |            |            |            |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |            |   |   |   |  |
| 国内自動車保有台数（台） | Number of domestic automobiles owned                        |            |            |            |            |            |            |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |            |   |   |   |  |
| 四輪車          | Cars                                                        | 77,919,101 | 78,119,628 | 78,151,466 | 78,292,842 | 78,280,281 | 78,465,110 | - | - | - | - | - | - | - | 78,507,746 | - | - | - | - | - | - | - | 78,593,202 | - | - | - |  |
| 三輪車          | Tricycle                                                    | 19,414     | 20,369     | 21,407     | 22,633     | 23,967     | 24,922     | - | - | - | - | - | - | - | 25,495     | - | - | - | - | - | - | - | 25,886     | - | - | - |  |
| 二輪車          | Motorcycles                                                 | 3,624,586  | 3,649,321  | 3,676,909  | 3,762,277  | 3,870,696  | 3,961,318  | - | - | - | - | - | - | - | 4,035,432  | - | - | - | - | - | - | - | 4,080,752  | - | - | - |  |
| 全車種合計        | Total for all vehicles                                      | 81,563,101 | 81,789,318 | 81,849,782 | 82,077,752 | 82,174,944 | 82,451,350 | - | - | - | - | - | - | - | 82,568,673 | - | - | - | - | - | - | - | 82,699,840 | - | - | - |  |
| （前年対比）       | (Year-on-year comparison)                                   | 100.4%     | 100.3%     | 100.1%     | 100.3%     | 100.1%     | 100.3%     | - | - | - | - | - | - | - | 100.1%     | - | - | - | - | - | - | - | 100.2%     | - | - | - |  |

※参考：一般財団法人自動車検査登録情報協会 統計情報 (https://www.aria.or.jp/publish/statistics/number.html)

\*Automobile Inspection &Registration Information Association data sheets (https://www.aria.or.jp/publish/statistics/number.html)

| 日本自動車工業会           | JAMA                                                   |            |            |            |            |            |            |           |           |           |           |            |           |           |            |           |           |           |           |            |           |           |            |   |   |   |   |
|--------------------|--------------------------------------------------------|------------|------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|------------|-----------|-----------|------------|---|---|---|---|
| 日系OEMの海外自動車生産台数（台） | Overseas automobile production volume by Japanese OEMs |            |            |            |            |            |            |           |           |           |           |            |           |           |            |           |           |           |           |            |           |           |            |   |   |   |   |
| アジア                | Asia                                                   | 10,995,082 | 11,321,202 | 10,107,980 | 9,839,921  | 10,206,135 | 10,310,627 | 2,333,264 | 2,509,906 | 4,843,170 | 2,616,917 | 7,460,087  | 2,260,305 | 4,877,222 | 9,720,392  | 2,116,729 | 2,219,903 | 4,336,632 | 2,364,369 | 6,701,001  | 2,124,039 | 4,488,408 | 8,825,040  | - | - | - | - |
| 中近東                | Middle East                                            | -          | -          | -          | -          | -          | -          | -         | -         | -         | -         | -          | -         | -         | -          | -         | -         | -         | -         | -          | -         | -         | -          | - | - | - | - |
| 欧州                 | Europe                                                 | 1,938,195  | 1,815,871  | 1,568,918  | 1,245,021  | 1,134,180  | 1,206,570  | 340,563   | 277,061   | 617,624   | 371,997   | 989,621    | 343,404   | 715,401   | 1,333,025  | 324,067   | 268,966   | 593,033   | 290,658   | 883,691    | 312,024   | 602,682   | 1,195,715  | - | - | - | - |
| うちEU               | /EU                                                    | 1,503,821  | 1,209,764  | 580,598    | 435,603    | 444,186    | 640,973    | 176,585   | 121,042   | 297,627   | 180,603   | 478,230    | 176,192   | 356,795   | 654,422    | 163,373   | 130,948   | 294,321   | 145,793   | 440,114    | 163,061   | 308,854   | 603,175    | - | - | - | - |
| 北米                 | North America                                          | 4,694,535  | 4,517,101  | 4,257,000  | 3,447,471  | 3,377,812  | 3,615,492  | 1,054,717 | 1,043,843 | 2,098,560 | 1,087,135 | 3,185,695  | 1,142,820 | 2,229,955 | 4,328,515  | 1,112,899 | 988,560   | 2,101,459 | 991,412   | 3,092,871  | 1,078,628 | 2,070,040 | 4,171,499  | - | - | - | - |
| うち米国               | /America                                               | 3,724,098  | 3,627,803  | 3,378,345  | 2,650,122  | 2,717,261  | 2,892,591  | 830,056   | 818,158   | 1,648,214 | 846,755   | 2,494,969  | 895,946   | 1,742,701 | 3,390,915  | 870,393   | 762,270   | 1,632,663 | 751,745   | 2,384,408  | 823,928   | 1,575,673 | 3,208,336  | - | - | - | - |
| 中南米                | Latin America                                          | 1,894,355  | 1,887,584  | 1,679,653  | 1,316,655  | 1,507,534  | 1,546,082  | 466,146   | 471,835   | 937,981   | 425,125   | 1,363,106  | 426,438   | 851,563   | 1,789,544  | 476,199   | 489,933   | 966,132   | 484,709   | 1,450,841  | 482,639   | 967,348   | 1,933,480  | - | - | - | - |
| アフリカ               | Africa                                                 | 206,335    | 218,151    | 198,951    | 164,910    | 217,409    | 219,379    | 57,821    | 63,496    | 121,317   | 53,108    | 174,425    | 37,979    | 91,087    | 212,404    | 40,716    | 49,480    | 90,196    | 49,008    | 139,204    | 47,908    | 96,916    | 187,112    | - | - | - | - |
| 大洋州                | Oceania                                                | -          | -          | -          | -          | -          | -          | -         | -         | -         | -         | -          | -         | -         | -          | -         | -         | -         | -         | -          | -         | -         | -          | - | - | - | - |
| 自動車合計              | Total for Automobiles                                  | 19,728,422 | 19,759,909 | 17,812,502 | 16,013,978 | 16,443,070 | 16,898,150 | 4,252,511 | 4,366,141 | 8,618,652 | 4,554,282 | 13,172,934 | 4,210,946 | 8,765,228 | 17,383,880 | 4,070,610 | 4,016,842 | 8,087,452 | 4,180,156 | 12,267,608 | 4,045,238 | 8,225,394 | 16,312,846 | - | - | - | - |
| （前年対比）             | (Year-on-year comparison)                              | 101.9%     | 100.2%     | 90.1%      | 89.9%      | 102.7%     | 102.8%     | 108.4%    | 96.3%     | 101.9%    | 111.0%    | 104.9%     | 97.1%     | 103.9%    | 102.9%     | 95.7%     | 92.0%     | 93.8%     | 91.8%     | 93.1%      | 96.1%     | 93.8%     | 93.8%      | - | - | - | - |
| 二輪車                | Total for Motorcycles                                  | -          | 28,488,119 | 26,496,833 | 20,499,184 | 23,392,274 | 25,635,128 | -         | -         | -         | -         | -          | -         | -         | 25,461,743 | -         | -         | -         | -         | -          | -         | -         | 27,390,687 | - | - | - | - |
| （前年対比）             | (Year-on-year comparison)                              | -          | 93.0%      | 77.4%      | 114.1%     | 109.6%     | -          | -         | -         | -         | -         | -          | -         | -         | 99.3%      | -         | -         | -         | -         | -          | -         | -         | 107.6%     | - | - | - | - |

※参考：一般財団法人日本自動車工業会 統計速報 海外生産 (https://www.jama.or.jp/statistics/foreign\_prdct/index.html)

\*Japan Automobile Manufactures Association Statistical Report: Overseas Production (https://www.jama.or.jp/statistics/foreign\_prdct/index.html)

|              |                              |            |            |            |            |            |            |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |            |   |   |   |  |
|--------------|------------------------------|------------|------------|------------|------------|------------|------------|---|---|---|---|---|---|---|------------|---|---|---|---|---|---|---|------------|---|---|---|--|
| 国際自動車工業連合会   | OICA                         |            |            |            |            |            |            |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |            |   |   |   |  |
| 世界自動車生産台数（台） | Global automobile production |            |            |            |            |            |            |   |   |   |   |   |   |   |            |   |   |   |   |   |   |   |            |   |   |   |  |
| 欧州           | EUROPE                       | 21,634,302 | 22,262,540 | 21,268,772 | 16,692,847 | 16,137,638 | 16,032,840 | - | - | - | - | - | - | - | 18,122,449 | - | - | - | - | - | - | - | 17,231,668 | - | - | - |  |
| アメリカ         | AMERICA                      | 20,714,030 | 20,847,618 | 20,160,401 | 15,692,927 | 16,190,835 | 17,753,536 | - | - | - | - | - | - | - | 19,136,891 | - | - | - | - | - | - | - | 19,187,421 | - | - | - |  |
| アジア・オセアニア    | ASIA-OCEANIA                 | 53,395,211 | 52,656,826 | 49,333,841 | 44,276,549 | 46,768,800 | 50,021,217 | - | - | - | - | - | - | - | 55,115,837 | - | - | - | - | - | - | - | 54,907,849 | - | - | - |  |
| アフリカ（エジプト除く） | AFRICA (excluding Egypt)     | 1,003,259  | 1,102,036  | 1,095,151  | 776,247    | 907,302    | 1,022,783  | - | - | - | - | - | - | - | 1,171,422  | - | - | - | - | - | - | - | 1,177,400  | - | - | - |  |
| グローバル合計      | Global Total                 | 96,746,802 | 96,869,020 | 91,858,165 | 77,438,570 | 80,004,575 | 84,830,376 | - | - | - | - | - | - | - | 93,546,599 | - | - | - | - | - | - | - | 92,504,338 | - | - | - |  |
| （前年対比）       | (Year-on-year comparison)    | 101.8%     | 100.1%     | 94.8%      | 84.3%      | 103.3%     | 106.0%     | - | - | - | - | - | - | - | 110.3%     | - | - | - | - | - | - | - | 98.9%      | - | - | - |  |

※参考：国際自動車工業連合会 生産統計 (https://www.oica.net/production-statistics/)

\*Organisation Internationale des Constructeurs d'Automobiles Production Statistics (https://www.oica.net/production-statistics/)

※上記国際自動車工業連合会のデータにおけるFYは1～12月です。

\*The FY in the above OICA data is January to December.

| 市場データ／Market data |                                    | FY17          | FY18   | FY19          | FY20          | FY21          | FY22          | FY23 |        |    |        |       |    |          |    | FY24  |      |    |    |        |    |          |    | FY25     |      |    |       |      |
|-------------------|------------------------------------|---------------|--------|---------------|---------------|---------------|---------------|------|--------|----|--------|-------|----|----------|----|-------|------|----|----|--------|----|----------|----|----------|------|----|-------|------|
|                   |                                    | 実績            | Actual | 実績            | Actual        | 実績            | Actual        | 実績   | Actual | 実績 | Actual | 実績    |    |          |    |       |      |    |    | Actual | 実績 | Actual   | 予想 | Forecast |      |    |       |      |
|                   |                                    | Full          | Full   | Full          | Full          | Full          | Full          | Full | Full   | 1Q | 2Q     | 1st H | 3Q | 3Q total | 4Q | 2nd H | Full | 1Q | 2Q | 1st H  | 3Q | 3Q total | 4Q | 2nd H    | Full | 1Q | 1st H | Full |
|                   |                                    |               |        |               |               |               |               |      |        |    |        |       |    |          |    |       |      |    |    |        |    |          |    |          |      |    |       |      |
| 日本自動車工業会          | JAMA                               |               |        |               |               |               |               |      |        |    |        |       |    |          |    |       |      |    |    |        |    |          |    |          |      |    |       |      |
| 世界自動車保有台数（台）      | Number of global automobiles owned |               |        |               |               |               |               |      |        |    |        |       |    |          |    |       |      |    |    |        |    |          |    |          |      |    |       |      |
| 乗用車               | Passenger cars                     | 1,015,643,207 | =      | 1,083,527,536 | 1,109,785,827 | 1,134,056,475 | 1,163,220,833 | =    | =      | =  | =      | =     | =  | =        | =  | =     | =    | =  | =  | =      | =  | =        | =  | =        | =    | =  | =     | =    |
| バス                | Truck/Bus                          | 357,763,944   | =      | 408,517,067   | 425,470,331   | 437,245,137   | 471,283,542   | =    | =      | =  | =      | =     | =  | =        | =  | =     | =    | =  | =  | =      | =  | =        | =  | =        | =    | =  | =     |      |
| グローバル合計           | Global Total                       | 1,373,407,151 | =      | 1,492,044,603 | 1,535,256,158 | 1,571,301,612 | 1,634,504,365 | =    | =      | =  | =      | =     | =  | =        | =  | =     | =    | =  | =  | =      | =  | =        | =  | =        | =    | =  | =     |      |
| （前年対比）            | （Year-on-year comparison）          |               | =      |               | 102.9%        | 102.3%        | 104.0%        | =    | =      | =  | =      | =     | =  | =        | =  | =     | =    | =  | =  | =      | =  | =        | =  | =        | =    | =  | =     |      |

※参考：一般財団法人日本自動車工業会 日本の自動車工業（<https://www.jama.or.jp/library/publish/index.html#carindustry>）  
\*Japan Automobile Manufacturers Association Motor Industry of Japan（<https://www.jama.or.jp/english/reports/mioj.html>）  
※上記日本自動車工業会のデータにおけるFYは1～12月です。  
\*The FY in the above JAMA data is January to December.

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| 日本自動車販売協会連合会 | Japan Automobile dealers association |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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※参考：一般財団法人日本自動車販売協会連合会 統計データ（<https://www.jada.or.jp/pages/342/>）  
\*Japan Automobile dealers association statistical data（<https://www.jada.or.jp/pages/342/>）

|                  |                                       |         |         |         |         |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |   |   |   |   |   |
|------------------|---------------------------------------|---------|---------|---------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|---|---|---|---|---|
| 日本産業車両協会         | Japan industrial vehicles association |         |         |         |         |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |   |   |   |   |   |
| 国内フォークリフト生産台数（台） | Domestic forklift production volume   |         |         |         |         |         |         |        |        |        |        |        |        |        |        |        |        |        |        |        |        |        |         |        |   |   |   |   |   |
| バッテリー式           | Battery type                          | 55,790  | 59,808  | 59,432  | 56,970  | 63,191  | 67,511  | 16,924 | 16,855 | 33,779 | 16,909 | 50,688 | 14,872 | 31,781 | 65,560 | 16,412 | 16,379 | 32,791 | 17,251 | 50,042 | 15,852 | 33,103 | 65,894  | 15,983 | - | - | - | - | - |
| （バッテリー式比率）       | (Battery-powered ratio)               | 48.0%   | 49.0%   | 53.1%   | 54.1%   | 51.5%   | 54.7%   | 64.4%  | 65.8%  | 65.1%  | 67.1%  | 65.8%  | 66.1%  | 66.6%  | 65.8%  | 66.7%  | 66.8%  | 66.7%  | 63.9%  | 65.7%  | 59.8%  | 61.9%  | 64.2%   | 61.1%  | - | - | - | - | - |
| エンジン式            | Engine type                           | 60,414  | 62,300  | 52,487  | 48,387  | 59,488  | 55,932  | 9,354  | 8,749  | 18,103 | 8,289  | 26,392 | 7,632  | 15,921 | 34,024 | 8,188  | 8,149  | 16,337 | 9,751  | 26,088 | 10,666 | 20,417 | 36,754  | 10,166 | - | - | - | - | - |
| フォークリフト合計        | Forklift total                        | 116,204 | 122,108 | 111,919 | 105,357 | 122,679 | 123,443 | 26,278 | 25,604 | 51,882 | 25,198 | 77,080 | 22,504 | 47,702 | 99,584 | 24,600 | 24,528 | 49,128 | 27,002 | 76,130 | 26,518 | 53,520 | 102,648 | 26,149 | - | - | - | - | - |
| （前年対比）           | (Year-on-year comparison)             | 105.7%  | 105.1%  | 91.7%   | 94.1%   | 116.4%  | 100.6%  | 86.2%  | 81.8%  | 84.0%  | 75.0%  | 80.8%  | 80.2%  | 77.3%  | 80.7%  | 93.6%  | 95.8%  | 94.7%  | 107.2% | 98.8%  | 117.8% | 112.2% | 103.1%  | 106.3% | - | - | - | - | - |

※参考：一般財団法人日本産業車両協会 統計資料（<http://www.jiva.or.jp/data.html>）  
\*Japan industrial vehicles association data sheets（<http://www.jiva.or.jp/data.html>）

(億円、100 million yen)

| その他補足資料／Other supplementary materials |                                                                 | FY17   | FY18   | FY19   | FY20   | FY21   | FY22   | FY23   |        |        |        |          |        |          |        | FY24   |        |        |        |          |        |          |        | FY25   |        |              |          |
|---------------------------------------|-----------------------------------------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----------|--------|----------|--------|--------|--------|--------|--------|----------|--------|----------|--------|--------|--------|--------------|----------|
|                                       |                                                                 | 実績     | Actual | 実績     | Actual | 実績     | Actual | 実績     | Actual | 実績     | Actual | 実績       |        |          |        |        |        | Actual | 実績     |          |        |          |        |        | Actual | 予想           | Forecast |
|                                       |                                                                 |        |        |        |        |        |        |        |        |        |        |          |        |          |        |        |        |        |        |          |        |          |        |        |        | As of May 13 |          |
|                                       |                                                                 | Full   | Full   | Full   | Full   | Full   | Full   | Full   | Full   | 1Q     | 2Q     | 1st H    | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q     | 2Q     | 1st H    | 3Q     | 3Q total | 4Q     | 2nd H  | Full   | 1Q           | 1st H    |
| 設備投資                                  | Capital investment                                              | 152    | 215    | 182    | 232    | 286    | 328    | 87     | 64     | 152    | 151    | 303      | 191    | 342      | 494    | 83     | 200    | 282    | 171    | 453      | 134    | 305      | 588    | 153    | -      | 650          |          |
| 減価償却費                                 | Depreciation                                                    | 165    | 161    | 160    | 162    | 168    | 210    | 53     | 55     | 108    | 60     | 168      | 60     | 120      | 228    | 58     | 51     | 110    | 76     | 186      | 61     | 137      | 247    | 60     | -      | 260          |          |
| 研究開発費                                 | Research and development expenses                               | 112    | 99     | 95     | 112    | 124    | 126    | 30     | 28     | 58     | 25     | 84       | 56     | 82       | 140    | 42     | 45     | 88     | 48     | 135      | 50     | 97       | 185    | 52     | -      | 220          |          |
| (売上高研究開発費率)                           | (Ratio of R&D expenses to net sales)                            | 2.7%   | 2.4%   | 2.4%   | 2.9%   | 2.9%   | 2.4%   | 2.5%   | 2.1%   | 2.3%   | 1.6%   | 2.0%     | 3.7%   | 2.7%     | 2.5%   | 3.3%   | 3.3%   | 3.3%   | 2.9%   | 3.2%     | 3.3%   | 3.1%     | 3.2%   | 3.9%   | -      | 3.7%         |          |
| 鉛価格/為替 (期中平均レート)                      | Lead price / Exchange rate (Average)                            | Full   | Full   | Full   | Full   | Full   | Full   | 1Q     | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H    | Full   | 1Q     | 2Q     | 1st H  | 3Q     | 3Q total | 4Q     | 2nd H    | Full   | 1Q     | 1st H  | Full         |          |
| 国内鉛建値 (万円/t)                          | Domestic lead price quote (Ten thousand yen/t)                  | 32.35  | 29.89  | 27.56  | 26.09  | 31.64  | 34.66  | 35.60  | 38.07  | 36.84  | 38.19  | 37.29    | 37.51  | 37.85    | 37.34  | 39.98  | 37.20  | 38.59  | 36.88  | 38.02    | 36.50  | 36.69    | 37.64  | 34.64  | 36.90  | 36.90        |          |
| LME (US\$/t)                          | LME (USD/t)                                                     | 2,318  | 2,122  | 1,950  | 1,867  | 2,283  | 2,105  | 2,118  | 2,170  | 2,144  | 2,119  | 2,136    | 2,076  | 2,098    | 2,121  | 2,166  | 2,041  | 2,104  | 2,006  | 2,071    | 1,970  | 1,988    | 2,046  | 1,947  | 2,100  | 2,100        |          |
| 為替 (US\$)                             | Exchange rate (USD)                                             | 112.04 | 111.07 | 108.96 | 105.94 | 113.04 | 136.00 | 139.63 | 145.58 | 142.61 | 146.14 | 143.78   | 149.88 | 148.01   | 145.31 | 158.24 | 146.66 | 152.45 | 154.19 | 153.03   | 151.21 | 152.70   | 152.58 | 143.75 | 145.00 | 145.00       |          |
| 1株あたり配当金 (円)                          | Annual dividend per share (yen)                                 | 50     | 50     | 50     | 50     | 50     | 50     | -      | -      | 15     | -      | -        | -      | 55       | 70     | -      | -      | 20     | -      | -        | -      | 55       | 75     | -      | 30     | 80           |          |
| 配当性向 (%)                              | Payout ratio (%)                                                | 36.0%  | 30.4%  | 29.7%  | 35.2%  | 47.5%  | 28.9%  | -      | -      | -      | -      | -        | -      | -        | 18.9%  | -      | -      | -      | -      | -        | -      | -        | 24.7%  | -      | -      | -            |          |
| 純資産配当率 (%)                            | DOE (%)                                                         | 2.4%   | 2.3%   | 2.3%   | 2.1%   | 1.9%   | 1.8%   | -      | -      | -      | -      | -        | -      | -        | 2.3%   | -      | -      | -      | -      | -        | -      | -        | 2.2%   | -      | -      | -            |          |
| 自己株式買入額                               | Acquisition of treasury shares                                  | 9      | 14     | 15     | 0      | 0      | 0      | -      | -      | -      | -      | -        | -      | -        | 0      | -      | -      | -      | -      | -        | -      | -        | 0      | -      | -      | -            |          |
| 総還元性向 (%)                             | Total return ratio (profit before amortization of goodwill) (%) | 36.3%  | 34.3%  | 34.9%  | 29.8%  | 42.4%  | 27.9%  | -      | -      | -      | -      | -        | -      | -        | 20.6%  | -      | -      | -      | -      | -        | -      | -        | 24.3%  | -      | -      | 23.6%        |          |
| 期末株価 (円)                              | End of Period Stock Price (yen)                                 | 2,900  | 2,171  | 1,454  | 3,000  | 2,341  | 2,382  | -      | -      | -      | -      | -        | -      | -        | 3,146  | -      | -      | -      | -      | -        | -      | -        | 2,383  | -      | -      | -            |          |
| 株価収益率                                 | PER                                                             | 20.88  | 13.18  | 8.64   | 21.14  | 22.25  | 13.76  | -      | -      | -      | -      | -        | -      | -        | 8.51   | -      | -      | -      | -      | -        | -      | -        | 7.86   | -      | -      | -            |          |
| 株価純資産倍率                               | PBR                                                             | 1.36   | 1.00   | 0.67   | 1.20   | 0.87   | 0.83   | -      | -      | -      | -      | -        | -      | -        | 0.96   | -      | -      | -      | -      | -        | -      | -        | 0.69   | -      | -      | -            |          |
| 従業員数 (人)                              | Number of employees                                             | 14,585 | 14,217 | 13,542 | 13,305 | 13,571 | 14,317 | -      | -      | 14,074 | -      | -        | -      | -        | 12,892 | -      | -      | -      | 12,672 | -        | -      | -        | -      | 12,478 | -      | -            | -        |

| 参考：テクニカルレポート／Reference：Technical Report |                        | 内容                                                                                                                                                                                                                 | リンク（日本語サイトに飛びます／Jump to Japanese site）                                                                                                                                              |
|-----------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 第22巻・2025年発行                            |                        | Volume 22, published in 2025                                                                                                                                                                                       |                                                                                                                                                                                     |
| 第1号（2025年（令和7年）6月25日 発行）                | No.1 June 25, 2025     | ニュースリリース・トピックなどはこちらから／Click here for news releases, topics, etc.                                                                                                                                                   | <a href="https://www.gs-yuasa.com/jp/technology/technical_report/vol22.php">https://www.gs-yuasa.com/jp/technology/technical_report/vol22.php</a>                                   |
| 総説                                      | Review                 | 全固体電池への応用に向けた硫化物ガラス電解質の進展／Development of sulfide glass electrolytes for all-solid-state batteries                                                                                                                  | <a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol22/022_01_001.pdf</a>     |
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| 総説                                      | Review                 | 鉄道車両駆動における蓄電装置応用／Application of the energy storage devices for railway vehicle traction system                                                                                                                     | <a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_001.pdf</a> |
| 報文                                      | Bulletin               | H3 ロケット向けリチウムイオン電池の開発／Development of Lithium-ion Battery for H3 Launch Vehicle                                                                                                                                     | <a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_007.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_007.pdf</a> |
|                                         |                        | グラフアイド負極表面結晶形状に及ぼす温度影響のIn-situ 電気化学AFM による非破壊観察／Direct Observation of Temperature Effects on Surface Film Morphology of Graphite Negative Electrode by In-situ Electrochemical AFM                                 | <a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_017.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol21_2/021_02_017.pdf</a> |
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| 総説                                      | Review                 | カーボンニュートラル社会に向けたグリーン水素の製造技術／Production methods of green hydrogen for carbon neutral energy society                                                                                                                 | <a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_001.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol20_2/020_02_001.pdf</a> |
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|                                         |                        | 機能性フィラーをもちいたアンダーコートによるリチウムイオン電池の安全化技術の開発／Development of Safety Technology for Li-ion Batteries by Undercoat Layer Containing Functional Filler                                                                     | <a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_017.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19_2/019_02_017.pdf</a> |
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|                                         |                        | 内部短絡時安全性の定量的評価手法の開発／Quantitative safety evaluation for internal short-circuit                                                                                                                                      | <a href="https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_024.pdf">https://www.gs-yuasa.com/jp/technology/technical_report/pdf/vol19/019_01_024.pdf</a>     |
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